

Austria	Swiss Franc	US\$0.75
Bulgaria	Lev	US\$0.75
Cyprus	Cypriot Pound	US\$0.75
Denmark	Kroner	US\$0.75
Finland	Finnish Markka	US\$0.75
France	French Franc	US\$0.75
Germany	Deutsche Mark	US\$0.75
Greece	Greek Drachma	US\$0.75
Hungary	Hungarian Forint	US\$0.75
Iceland	Icelandic Króna	US\$0.75
Ireland	Irish Pound	US\$0.75
Italy	Italian Lira	US\$0.75
Netherlands	Dutch Guilder	US\$0.75
Portugal	Portuguese Escudo	US\$0.75
Spain	Spanish Peseta	US\$0.75
Sweden	Swedish Krona	US\$0.75
United Kingdom	Pound Sterling	US\$0.75
United States	Dollar	US\$0.75
Yugoslavia	Yugoslav Dinar	US\$0.75

EUROPE'S BUSINESS NEWSPAPER

# FINANCIAL TIMES

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SCOTLAND

Glasgow reaps rewards  
of a cleaner image

Page 15

D 8523A

Thursday October 18 1990

World News Business Summary

## Roadblocks force Renault to close five factories

A road blockade by striking Spanish truck drivers has forced Renault, the French state-owned carmaker, to close five factories and temporarily lay off 22,000 staff. The truckers' protest, part of a strike by 50,000 independent drivers, is also causing a shortage of food on supermarket shelves. Page 3

### Ukraine's PM quits

The prime minister of the Ukraine, the second most populous of the 15 Soviet republics, has been forced to resign after weeks of student and worker protests. Page 16; Russians set for showdown with Kremlin, Page 3

### Paris plays for Aous

France called on Lebanon to let defeated Christian Maronite general Michel Aoun, who has taken refuge in the French embassy in Beirut, leave for exile in France. Page 4

### Pressure on Singh

India's radical Hindu party, vital to keeping Prime Minister V.P. Singh's minority government in power, threatened to quit if thwarted over plans to build a temple on a site occupied by a mosque. Page 4

### Turks cool to Nato

Turkey is expected to give a cool reception to Nato secretary general Michael Werner, who arrives in Ankara today, over the alliance's latest defense plan for its exposed southern flank. Page 4

### Nobel science prizes

Three Americans and a Canadian won Nobel science prizes for finding one of the basic building blocks of life, and making new substances from natural products. Page 5

### Korean talks split

North and South Korea displayed wide differences on how to improve relations during the first session of high-level talks in Pyongyang. Page 4

### Mexico cleans up

Mexico launched a \$25m, two year programme to improve the deteriorating environment of the Valley of Mexico. Page 5

### Kenya forces air link

Kenya, ignoring criticism from African National Congress deputy leader Nelson Mandela, said it is pressing ahead with plans to open an air link between Nairobi and Johannesburg. Page 5

### Peru rebels kill 20

Maoist Shining Path guerrillas ambushed a pick-up truck with guns and bazookas near the northern town of Tingo Maria, killing all 20 passengers. Page 5

### Dutch seize heroin

Dutch customs officers arrested two Turks trying to smuggle 30kg of heroin worth an estimated \$17m into the Netherlands. Page 5

### Software plan foiled

Taiwanese government agents raided a company that allegedly wanted to flood the North American and European markets with counterfeit copies of MS-Dos, the most common microcomputer operating system. Page 5

### Yugoslavia changes

Yugoslavia's state presidency unveiled a plan to overhaul the federal organisation of the country. Page 2

### Two more for Bhutto

Pakistan's caretaker rulers filed two more charges of abuse of power against Ms Benazir Bhutto, the former prime minister. Page 4

### de la Genière dies

René de la Genière, the chairman of Compagnie Financière de Suez, the French banking, insurance and industrial conglomerate, died of cancer, aged 65. Obituary. Page 3

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## Kleinwort Benson loses £34m in oil share sales

By Lionel Barber in Washington

THE BUSH administration yesterday rejected Iraqi's efforts to link the invasion of Kuwait with a resolution of the Arab-Israeli conflict, declaring that President Saddam Hussein "must fail" before peace could be assured in the Middle East.

In testimony to the Senate Foreign Relations committee, Mr James Baker, US secretary of state, said: "Every hope for peace in this conflict-ridden region depends on stopping Iraq's aggression and ultimately reversing its capacity for future aggression."

Mr Baker's comments reflect official unease that the recent shooting of Palestinians in Jerusalem, coupled with the international outcry, has shifted attention away from Iraq's aggression against her neighbour. "Saddam is not raiding Kuwait to advance the Palestinian cause," he said.

## Hurd's peace mission founders

By Hugh Carnegie in Jerusalem and Michael Littlejohns in New York

THE VISIT to Jerusalem by Mr Douglas Hurd, the British foreign secretary, was plunged into disarray yesterday when a group of senior Palestinians from the occupied territories cancelled a meeting with him which had been arranged as a key element of his trip.

The 25 Palestinians angrily objected to Israeli media reports quoting Mr Hurd as saying that Britain was opposed to an independent Palestinian state.

They also accused Mr Hurd of denying the legitimacy of the Palestine Liberation Organisation and of offering Israel a compromise on its refusal to accept a United Nations mission to investigate the killing of 20 Palestinians by Israeli police in Jerusalem last week.

Mr Hurd denied that he had rejected a Palestinian state in remarks on Tuesday in a private meeting with Israeli MPs. But the Palestinians were unmoved, leaving the foreign secretary's visit embarrassed and angry at what he lost the chance to speak to leaders of the nearly three-year-long Pal-

estinian uprising against Israeli rule.

The Palestinians were evidently disillusioned that Mr Hurd's criticisms of Israeli policy before he arrived were replaced, in public at least, by warm exchanges with Israeli ministers once in Israel.

Mr Saeb Erakat, an academic, speaking at a heated press conference, said: "In Jer-

usalem he wants to satisfy the Jordanians, in Egypt he wants to satisfy the Egyptians and here he wants to satisfy the Israelis."

Mr Hurd said he greatly regretted that both he and the Palestinian side had lost the opportunity to exchange views.

In a mark of his frustration he said: "It is an illustration, ladies and gentlemen, of the

chasm in this city that I spent yesterday hearing from Israelis about how unbalanced the [UN] resolution was and today receiving from Palestinians criticism of it from exactly the opposite point of view."

The incident underlined how the Gulf crisis has complicated the Arab-Israeli conflict. While Continued on Page 16

Middle East, Page 4

## Gorbachev holds the cards in showdown with Yeltsin

By Layla Boultton in Moscow

**T**HE Russian Federation is heading for an imminent showdown with the Kremlin over economic reform. But there are increasing doubts over how far the hitherto popular Russian leader, Mr Boris Yeltsin, can dictate policy to Mr Mikhail Gorbachev, to Mr Mikhail Gorbachev.

Mr Yeltsin warned on Tuesday that the Soviet Union's largest republic could adopt its own currency, customs, army and banking system as a result of Mr Gorbachev's failure to embrace a radical market reform programme.

But Mr Gennady Flishin, a Russian deputy prime minister, said yesterday that Russia did not want to leave the union and would try to implement as much as possible of the radical 500-day Shatalin plan on its own - such as wholesale privatisation.

It would couple limited reforms with continued pressure on the centre for radical concessions, including the second option outlined by Mr Yeltsin - the formation of a new Soviet coalition government taking in radical reformers, he said.

As he spoke, Mr Grigory Yavlinsky, another Russian deputy prime minister who is one of the fathers of the radical reform programme, announced he was resigning because it was impossible for Russia to implement the 500-day programme on its own.

To a certain extent, the Russian parliament's own acquies-

The Soviet Communist Party, its membership down by 500,000 and its revenues in decline, will have to delve into reserves to subsidise nearly all its local organisations, a member of the party's Politburo said yesterday. Reuter reports from Moscow.

Mr Oleg Shemelin confirmed earlier estimates that the party faced a deficit of well over a billion roubles (\$1bn at the official exchange rate).

"It will take two, three, to four months for hyperinflation to appear," he said, adding that simmering social tensions could explode as a result.

Despite the opposition of the Russian Federation, a Baltic boycott of the plan, and renewed pre-independence pressure from the Ukraine, the Soviet parliament is expected to approve the programme after a formal presentation by Mr Gorbachev on Friday.

One reason it will find overall support is because it is so vague that it gives republics the impression they will have room to manoeuvre and adopt their own plans.

It is, however, unlikely to make any difference as to whether the Balts or the Ukrainians secede from the union, since they are already determined to do so.

In the meantime the various Soviet republics are likely to continue to weave their own bilateral economic agreements, fumbling their way towards a market economy in a looser confederation of republics.

It remains to be seen how many republics can be convinced to sign a proper union treaty, formalising their relations with the centre. The Ukrainian parliament, for one, has already decided it cannot sign a union treaty until it adopts its own constitution, while the Russian Federation is likely to stall in doing so until it achieves satisfaction on the economic front.

## Federal plan for Yugoslavia mooted

By Laura Silber in Belgrade

**YUGOSLAVIA'S** state presidency yesterday unveiled a plan to overhaul the federal organisation of the country.

The proposals, presented at the start of a three-day parliamentary session, reflect deep divisions in the eight-member state presidency as well as throughout the country.

The plan suggests that all the seats in one of the two chambers in the federal parliament would be openly contested, while the six republics would get an equal number of seats in the other chamber,

regardless of their size.

Serbia, Yugoslavia's biggest republic with a population of over 9m, is the strongest supporter of this federal option. If it were accepted, Serbia would almost certainly dominate one of the chambers.

But the plan is opposed by the western republics of Slovenia and Croatia. The two republics, which together have 7m people, fear domination by Serbia. Both have already proposed their own plan for a confederation anchored on "an organisation of sovereign

states based on mutual agreement".

Croatia and Slovenia have threatened to secede if a confederal option is not adopted. The new plan for a federal Yugoslavia rules out such an option, which would formally put an end to present-day Yugoslavia.

Instead, the presidency says that Yugoslavia's external borders cannot be changed without the consent of all six republics. Borders between republics could be altered with the republics' agreement.

## EUROPEAN NEWS

By David Buchan in Brussels

**E**UROPEAN Community governments broadly support proposals to let more European legislation pass the Council of Ministers by majority vote and be amended by the European parliament, and to make the EC's executive Commission more accountable.

This emerges from a report by the Italian presidency of the EC on preparatory discussions among senior diplomats of the twelve about political union.

The report, which follows one on foreign policy and defence co-operation, will go to EC foreign ministers meeting next Monday and a few days later to EC leaders meeting in Rome.

The report, which seeks to

fulfil the often conflicting goals of improving efficiency and democratic accountability in EC decision-making, will disappoint the European parliament. Its directly elected 518 members have overwhelmingly asked for "co-decision" with the Council of Ministers, which is composed of the EC's 12 governments.

Another disappointment for the parliament, whose leaders are to meet foreign ministers next Tuesday to discuss the December inter-governmental conference on political union,

is that a minority of governments back giving the parliament the right to initiate legislative proposals. Nearly two months before real negotiations start, the balance of opinion among the 12 governments appears to be that governments

• Majority voting in the council with the parliament able to amend, should be extended to the standard way of legislating in the Community, with few exceptions. At the moment, tax and some environmental and labour market proposals require unanimity.

• The parliament, which has some power to summon commissioners, but not government ministers, might be given individually how much they care to involve their national MPs in the scrutiny, if not the making, of EC decisions.

## French banks cut base rates

**F**RENCH banks will today cut base rates by 0.15 per cent from 10.05 per cent to 9.85 per cent. The move follows the Bank of France's decision to lower its compulsory reserve levels, so trimming commercial banks' costs. These are deposited which commercial banks must keep at the central bank without collecting interest in proportion to their deposits.

The rate cut is smaller than the quarter of a percentage point expected by financial analysts, because some banks already felt that rates were low.

The impact on the overall cost of credit will be limited, since 80 per cent of the top banks' loans are fixed with reference to base rates.

### Irish trade deficit

The Irish economy, after three years of buoyancy, is now feeling the effects of the downturn in the UK and elsewhere.

In August, for the first time in four years, Ireland recorded a trade deficit of £236.7m (£30.4m), against a £23.8m surplus last year.

While there is still an accumulated trade surplus for the first eight months of 1990 of £555m, the latest figures suggest the the economy is slowing.

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## EC countries back majority voting plan

By David Buchan in Brussels

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## Brussels in drive to aid women

By Lucy Kellaway in Brussels

**V**OYVOLO's chairman and Scandinavia's leading industrialist Mr Pehr Gyllenhammar yesterday attacked the famed Swedish economic model as a "living lie".

In an article in Sweden's public service sector, the high level of sickness absence, and the general, but mistaken belief among Swedes that they are better off than others.

He criticised the huge Swedish public sector and liberate themselves through deregulation of their economy and decentralisation of decision-making.

## Volvo chairman warns over economy

By Robert Taylor in Stockholm

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## Saab-Scania under fire for closure plans

By John Burton in Stockholm

**S**AAB-SCANIA, the Swedish vehicle and aerospace group, yesterday was confronting a political backlash in both Norway and Sweden in response to its recent plans to close production facilities in the two Nordic countries as a result of huge losses in its car operations.

The factory is under the management of Saab Automobile, the joint venture between Saab-Scania and General Motors. Saab Automobile, which reported this week a loss of SKr1.1bn (£19.2m) for the first eight months of 1990, is closing down the plant as part of a move to rationalise its production and save costs.

Meanwhile, Mr Eune Molin,

the Swedish Industry Minister, threatened to withdraw a Skr1.2bn state loan for the development of a new commuter aircraft by Saab-Scania

would exacerbate unemployment problems in the region, which has a jobless rate of 11 per cent. He added that the establishment of Halden facility was one condition for Saab-Scania getting the contract.

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But Mr Molin tempered his threat by adding that if Saab-Scania could provide other means of employment in the city, then the rest of the loan would be paid and the company would not have to repay the amount already received.

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## Romania removes blocks to new foreign investment

MANY obstacles facing foreign companies investing in Romania under the former Ceausescu regime have been, or will soon be removed, following new legislation drawn up by the Romanian government, Judy Dempsey, recently in Bucharest, reports.

The legislation, aimed at attracting much-needed capital into a country starved of investments since 1982, will put foreign investors on an equal footing with their Romanian counterparts. The legislation appears relatively liberal over the repatriation of hard currency profits. For instance, foreign companies will now be permitted to:

- set up jointly with a local enterprise, or alone, a company in Romania;
- be exempted from tax on profits for the first two years. The finance ministry will have the discretion to approve a 50 per cent decrease in tax on profits for the next three years. The annual tax will be set at 30 per cent;
- taxes on profits will be reduced by 50 per cent if profits are invested in the company or in any other company with Romanian participation;
- profits made in lei, the currency, can be transferred abroad, after a 50 per cent levy;
- profits earned in hard currency can be repatriated but will be subject to a 10 per cent tax in addition to tax on profits.

Mr Eugen Dijmarescu, economics minister, says the legislation should pave the way for opening up Romania to the international economy. But the government, which is eager to attract foreign investments, has had a rough time pushing through parliament even less ambitious legislation. Mr Dijmarescu says:

"There is no turning back with this legislation. We need foreign capital and we must make the conditions right for foreigners."

But parliament, dominated

by the National Salvation Front, is not only inexperienced; after years of propaganda, there remains deep suspicion about opening up to foreign capital. Furthermore, the Front, which won a landslide victory in the elections last May, is now split into several incoherent groups. A strong conservative faction, reluctant to open the country to foreign investment, prevails.

The European Commission decided yesterday to include Bulgaria, Czechoslovakia and Romania in its system for giving favourable trade terms to developing countries.

A hint of the difficulties confronting the government came earlier this month, when deputies were about to vote on whether or not the management boards of joint-venture or foreign-owned companies should be equally divided between Romanians and foreign representatives.

The Hungarian Democratic Alliance, the country's second largest party, walked out of parliament on the grounds that such an arbitrary division would discourage non-Romanians from investing.

## Bucharest forced down the road of price reform

Judy Dempsey on a controversial plan to revitalise an economy beset by persistent shortages

**S**HAMPOO is a much-valued commodity in Romania today.

Cheologists say they do not have the materials to supply the market. Production staff speak of antiquated technology and the poor distribution network. Consumers complain about the shortages and the miserable quality.

It was no surprise to this correspondent, therefore, to find that on returning to the hotel half my bottle of shampoo had been siphoned off and the remainder diluted.

The shortages will continue, and worsen over the next two weeks because from today shops throughout Romania will be bombarded with customers attempting to stock up on already meagre supplies of goods before November 1.

On that day, almost all prices will increase by between 100 and 120 per cent. The government is bracing itself for a public outcry.

Mr Petre Roman, the prime minister, and his team of 23 young technocrats, is taking an enormous risk. Strikes cannot be ruled out. It is likely that the government's popularity will plummet. "But there is no alternative," says Mr Dijmarescu, the economics minister.

The price rises and other reforms, to be presented today to parliament, include:

- Devaluation of the currency by a further 50 per cent. In January, the lei was devalued from 16 to 21 to the dollar. Today, it will be further devalued to 36 to the dollar.
- Prices — except for meat, bread, heating and electricity — will rise by between 100 and 120 per cent. The government will attempt to offset the rises by an increase in some salaries and pensions. The minimum wage will be set at around 2,300 lei a month (585 at the new exchange rate).

- Managers will be free to decide on the wage policy in their own enterprises, and will be able to set pay levels above the minimum.

- Energy subsidies for industry will be reduced to try to bring them into line with consumer prices. At present, industry pays 0.40 lei per kilowatt while the consumer pays 0.60 lei.

The special rate of 2.40 lei

per litre of petrol for trucks and tractors has already been raised to 12 lei, again in line with what the consumer pays for running a family car.

The government is embarked on this radical programme because it believes it no longer has the option or the financial means to continue to subsidise goods or pay imports.

Imports of consumer goods have risen by more than 28 per cent compared with last year, and imports now account for 58 per cent of goods on offer.

Every month the government is paying out about 20m lei in subsidies and other expenditure, while the population's total income is only about 250m lei, comments Mr Dijmarescu. "We are now running a deficit of about \$1bn every three months. We simply cannot afford to continue."

Despite the government's



Petre Roman: enormous risk

commitment to keeping the population supplied with basic goods since last January, shortages have persisted.

One of the reasons is the fall in industrial production, which has declined by at least 20.5 per cent over the first nine months of this year compared with the same period last year. The annual fall in production is likely to reach 60 per cent.

There are several reasons: the dislocation following the overthrow last December of the former Ceausescu dictatorship; an industrial base starved of capital investment and raw

materials; strikes, particularly since May, and to compound matters, the inefficient distribution network, poor storage facilities, theft and red tape.

Mr Dijmarescu adds to the list. He says shortages in shops are more acute because enterprises can now sell products directly to employees and consumers. "People complain about the shortages of shoes. I know of one example where a person bought 700 pairs of shoes directly from the factory. These shoes are not sold to the shop. Instead, they find their way into the private or black economy where the customer, instead of paying 500 lei, will pay at least 1,000 lei."

The pending law on privatisation, which will allow shop managers to buy the premises, has led shop managers to run down their stock in order to reduce their assets, says Mr Dijmarescu.

These explanations carry little weight for the tired consumers who spend long hours queuing for scarce goods. What they see is the dark side of the private economy.

Traders, who mostly buy poor quality jeans and cosmetics in Yugoslavia and Turkey, return to Bucharest, set up private shops and sell these goods at three times the official price. The upshot is that the consumer feels robbed, particularly since the goods are shoddy.

Mr Dijmarescu and Mr Adrian Severin, the minister responsible for privatisation and reform, reckon that this is giving privatisation and the market economy a bad name. "These traders think in the short term. They want to make a quick buck and a high turnover in the shortest period of time. That is why we have to act fast. The liberalisation of prices will increase competition," says Mr Severin.

To sweeten the price rises, the government will continue to subsidise bread, meat, electricity and heating. Between November and next March, the government will require \$500m to meet these subsidies and imports. That is the easy part. The difficult part starts today when Mr Roman attempts to persuade parliament and the population, that without price reform, the road towards the market economy will be confined to rhetoric.

**Obituary:**  
Renaud de la Genière

## The French banker who confounded his sceptics

**R**ENAUD de la Genière, chairman of Compagnie Financière de Suez, the French banking, insurance and industrial conglomerate, who died of cancer on Tuesday, was a pillar of the French establishment.

Quietly spoken and gentle-mannered, Mr de la Genière, 65, was a classic product of the French élite. Mr de la Genière was one of the first products of the Ecole Nationale d'Administration, the school for top civil servants. He started his career in the finance ministry, where he was budget director from 1966 to 1974. He then became deputy governor of the Bank of France, becoming governor in 1979 and seeing through the difficult early years of the socialist government in the 1980s, when the franc was three times.

He was "a great servant of the state," said Mr Bernard Tricot, a Suez board member and civil service colleague. "He did all he could, while remaining perfectly loyal to the government, to prevent the franc from suffering the consequences of a policy which he

criticised."

Mr de la Genière's appointment in 1986 as chairman of Suez, then state-owned, raised eyebrows in merchant banking circles. Sceptics argued that the transition from central banking to investment banking would be too much of a challenge. Yet Mr de la Genière — who was still usually referred to as "the Governor," even by close colleagues — calmly steered Suez through a successful privatisation on the very eve of the October 1987 stock market crash.

He argued that defending Suez's share price was not very different from defending the franc at the Bank of France, and that the management problems of a group like Suez were no worse than managing France's horries of tax inspectors at the budget office.

He guided Suez through two ferocious takeover battles, for control of Société Générale de Belgique (SGB), the Belgian industrial conglomerate two years ago and last year master-minded Suez's bid for Vitoche, the insurance group, in what was France's biggest takeover.

## Portugal controls spending

By Peter Wiss in Lisbon

**P**ORTUGAL'S 1991 budget aims to balance increased investment in modernisation with tight controls over current spending to prepare Portugal for European integration, according to Mr Miguel Rebeça, the finance minister.

He said substantial increases in spending in areas such as public works, education and health would be offset by freezing most ministerial administrative budgets to zero growth. He forecast a budget deficit of £613m (£4.3bn), representing 6.3 per cent of Gross Domestic Product, down from an expected 6.5 per cent this year.

The government believes the budget is compatible with a reduction in inflation from an expected 13.25 per cent this year to 10.75 per cent in 1991.

Mr Rebeça forecast that growth would slow from 4 per cent this year to 3.5 per cent in 1991. The reduction in the budget deficit, to 6.3 per cent of GDP from 6.5 per cent this year, would be achieved through a forecast increase of 18.4 per cent in tax revenues to £2.35bn.

## Brussels to widen trade favours in E Europe

By Lucy Kellaway in Brussels

**T**HE European Commission decided yesterday to include Bulgaria, Czechoslovakia and Romania in its system for giving favourable trade terms to developing countries.

The decision will bring these three states into line with Poland and Hungary, which were granted improved trade terms with the EC last December.

The scheme is also to be made more generous, taking into account effects of German unification.

The General System of Preferences for 1991 will cover some Euroländer (519bn) of exports from developing countries, and will save them some big Spanish factories.

Peugeot said yesterday that

## SPANISH STRIKE DISRUPTS CAR PRODUCTION

### Renault forced to halve its output

By William Dawkins in Paris and Peter Bruce in Madrid

**R**ENAULT, the French state-owned car producer, has been forced to shut down five plants, affecting half the group's output, because of a shortage of parts that are being blocked in Spain by a strike of 30,000 independent Spanish truck drivers.

The closure, caused by failures in the delivery of engines from Valladolid and gear boxes from Seville, put 22,000 Renault workers on reduced pay for at least the next two days.

Peugeot disclosed simultaneously that its plant near Madrid, producing 205 hatchbacks and the 205 saloon, had been temporarily shut down as well. A Citroën plant in Galicia has been affected and General Motors and Volkswagen were last night also considering running down production in their big Spanish factories.

Peugeot said yesterday that

its Madrid plant would open next Monday at the earliest. Renault said that the closure of its Valencia plant yesterday would be followed by closures at works at Flins and Douai in northern France, Billancourt just outside Paris, and Vilvoorde, in Belgium. The move stops production of 3,750 mainly middle-range cars daily.

A Renault official said the shortfall could be made up within weeks of the strike ending, a task made easier by the current stagnation in the European car market.

The four-day strike, in protest at a 24 per cent rise in the price of diesel fuel since the start of the Gulf conflict, began to strangle Spain yesterday, forcing the Government to agree to negotiations later today.

The truckers had blocked

roads at 109 points around Spain, causing dire shortages of fresh food in the Basque Country, Catalonia, Asturias, Galicia and Andalucía.

Some food prices rose more than 30 per cent in just a few days, threatening to derail the government's already diminished inflation target for the year.

Service stations rationing fuel as supplies fail to get through, and some steel and chemicals plants in the Basque Country and Andalucía have closed down.

A serious shortage of animal feed was also said to be threatening the lives of 7m chickens in La Rioja, the wine-producing region.

Traffic between Spain and its two neighbours came to a virtual standstill at one point, and police made dozens of arrests among picketing truckers.

The government is hoping to

## Spain to lift capital controls in 1991

By Peter Bruce in Madrid

**T**HE Spanish government now seems certain to begin lifting the country's last controls on capital movements early in 1991, more than a year before the 1993 deadline agreed with its European Community partners.

Mr Pedro Perez, the secretary of state for planning in the Finance Ministry, said yesterday that in its present form the General System of Preferences has outlived its usefulness, as world trade has continued to become more open.

The system will also be extended to cover Namibia and Mongolia; it will also include new measures to help Latin American countries fight against the drug trade.

He said timing depended on

when the administration ended stiff restrictions on commercial bank lending that have been in force since late last year.

He said freedom for Spaniards to open accounts outside Spain would also be a logical consequence of such a move.

## Treuhand urges sale of spare company land

**T**HE TREUHAND, the body charged with privatising east German industry, has told nearly 8,000 companies under its control to sell or rent all land not being used for business purposes, writes David Goodhart in Bonn.

Lack of suitable property is still regarded as one of the biggest obstacles to new investment in east Germany.

The Unity Treaty between the two Germanys ruled that the priority given to returning nationalised property to former owners should be superseded when land was required for business investment.

The former owners would then receive compensation from the state.

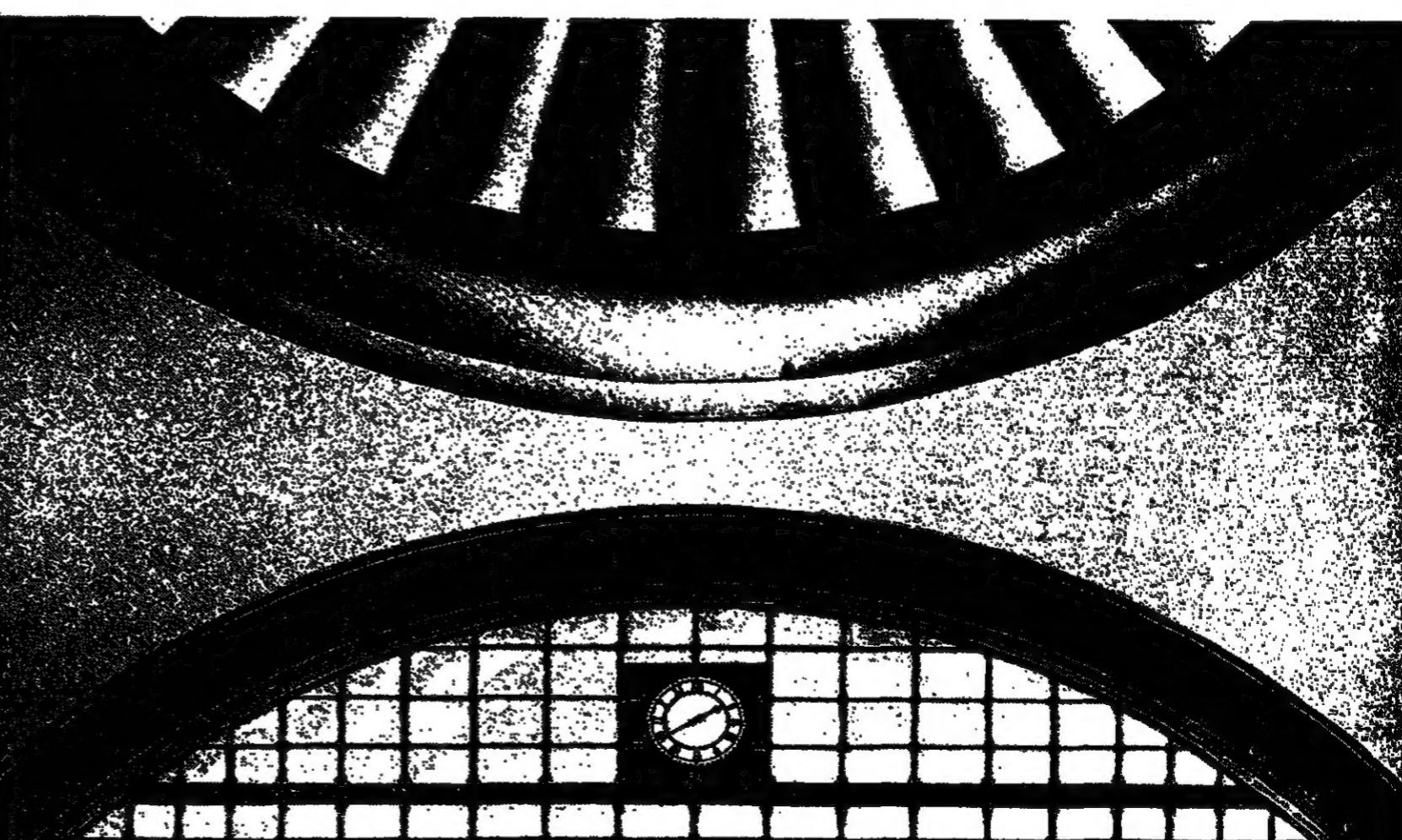
This ruling should help, but businessmen still complain

about confusion in administering the sale of land. The different levels of local government — the communes, towns and newly formed states — are also arguing with the Treuhand about the ownership of public land.

• Klöckner-Möller, the Bonn-based electronics group, has reached agreement in principle with the Treuhand to acquire the east German electronic and electro-mechanical controls group Erfurt Electronic.

About 1,000 of the 2,000 workers will lose their jobs. It is not yet clear whether Klöckner-Möller will pay a takeover price to the Treuhand or pay in the form of a future investment pledge.

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## THE MIDDLE EAST

**Hurd falls victim to diplomatic trip-wire**

By Hugh Carnegy in Jerusalem

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## HONG KONG CORRUPTION TRIAL

**Li's gamble of going into the witness box turns against him**

By John Elliott and Angus Foster in Hong Kong

**IF THERE** was a turning-point in the 6½-week trial of Mr Ronald Li it came when the defendant went into the witness box two weeks ago. That is always a gamble for someone facing a jury. It went wrong two months ago for Mr Ernest Saunders in London's Guinness trial and went wrong for Mr Li.

Both trials involved important men who overestimated themselves in their business dealings. But while Mr Saunders allowed himself to reveal facts about Guinness that might otherwise not have come to light, Mr Li arrogantly ducked and weaved under cross-examination from Mr Michael Kalisher QC, the leading London silk hired by the Hong Kong government.

Mr Li sounded like a man who had something to hide but could give no direct answers. He protested too much and too often that his private operations as a dealer and speculator in shares could be separated, as if by a Chinese wall, from his public role as chairman of the Hong Kong stock exchange and its listing committee.

Mr Justice Bokhary highlighted the mood of those replies in his peremptive summing up speech earlier this week. He told the jury they had to be satisfied Mr Li was an agent of the exchange and the allotment of shares he asked for was a reward and was accepted as a reward.

A quick-witted, sharp-tongued and sometimes short-tempered man, Ronald Li Fook-shan was born the youngest of 13 children in the family of a rich Hong Kong merchant. He became an accountant in 1958 and, as a stockbroker, founded the Far East Exchange in 1968 to provide more seats for ethnic Chinese than were available on the then Hong Kong Exchange.

The racial overtones indicated by this move are still part of the man's make-up. Ethnic Chinese established a monopoly hold on the unified stock



Ronald Li standing in front of Hong Kong's stock exchange in happier days

exchange which was set up in 1986.

After the 1987 markets crash Mr Li claimed that "white faces" were trying to bully local brokers and win greater influence on the exchange council.

In the late 1980s Mr Li built the

new unified exchange into an internationally important regional market — and he will always be credited with that achievement. He also built himself into a crucial and increasingly wealthy central figure.

But the world market crash on October 19 1987 sent Hong Kong spiralling down. Mr Li closed the

exchange for four days. A government inquiry followed. But what Mr Li did not know was that in May 1987 he and other senior members of the stock exchange had been reported to Hong Kong's powerful Independent Commission Against Corruption.

Acutely embarrassed by the closure of the exchange and its own failure to deal with it, the Hong Kong government decided to use Mr Li, if it could, as proof the colony was cleaning up its act. The ICAC investigation continued and Mr Li was arrested in January 1988.

The report mentioned no names but, as Mr Kalisher revealed, Mr Li's son Alfred (who sat with his father's

stem from the investigation. In February next year Mr Li and seven others, mainly former stock exchange executives, face more bribery charges of accepting shares in 1987.

Mr Kalisher, picking up a phrase in the government-commissioned report prepared after the crash by Mr Ian Hay Davison, the former chief executive of Lloyd's of London, said: "It was a very cosy little club, wasn't it and you were the captain of the club and so you got the lion's share."

The report mentioned no names but, as Mr Kalisher revealed, Mr Li's son Alfred (who sat with his father's

counsel in court and is a defendant in the February trial) was the exchange's legal adviser. Another son is his medical adviser, and a son-in-law manufactured the exchange's souvenir tie pins.

The prosecution's case rested on phone calls made to Wardley, a subsidiary of Hong Kong and Shanghai Banking Corporation, by Mr Li in 1986 and 1987 asking for a preferential allocation of 500,000 Cathay Pacific Airways shares and 300,000 in Novel Enterprises, a textile company.

Mr Li later made a profit of nearly HK\$70,000 (£27,515) by selling the

shares.

Mr Li prevaricated when cross-examined on these issues. He took the stand hoping to persuade the all-Chinese jury to understand how he operated in Hong Kong's entrepreneurial system.

In this case, the jury might have been expected to be sympathetic towards a fellow ethnic Chinese, especially when he was harassed under cross-examination by Mr Kalisher.

Mr Kalisher often seemed exasperated with Mr Li's prevarications, partly because of the frustration that expatriate lawyers feel in Hong Kong when they cannot catch the tone and innuendos of replies in Cantonese, and have to rely on the neutral voice of an interpreter. Mr Kalisher in particular did not know how successfully he was getting under the skin of Mr Li, who usually dealt with all questions looking straight ahead.

The prosecution intentionally chose a narrow legal point on which to base its case, though right up to this week there were fears that the charges were too narrow and Mr Li would get off like many other Hong Kong commercial crime defendants in the past. The narrow point was that he thought he was asking for a reward when he solicited the share.

"I do not suggest that he earned a reward, nor did anything to deserve a reward. The evil is obtaining a reward by an agent whether earned or not — the misuse of an office for personal gain," said Mr Kalisher.

Mr Li said that he had broken no rules or stock exchange rules. "I was just involved in normal business behaviour of a registered securities dealer — that had nothing to do with giving approval for listings," said Mr Li. After listening to the other replies and the judge's summing up, the jury decided otherwise.

"I do not suggest that he earned a reward, nor did anything to deserve a reward. The evil is obtaining a reward by an agent whether earned or not — the misuse of an office for personal gain," said Mr Kalisher.

Mr Li and seven former members of the stock exchange council — some of whom returned to positions of prominence at the exchange after being required by the government to step aside for a year — still face charges of accepting preferential allocations of shares. The case, under Hong Kong's prevention of bribery ordinance, is scheduled to come to court in February.

After the conclusion of that case the position may become clearer.

Up to now it has been generally assumed that the government began its inquiries into Mr Li following the October 1987 world markets crash during which Mr Li closed the Hong Kong market for four days. But the government inquiry actually started five months earlier and it is possible that the prosecution would have taken place even if the crash had never happened at all.

In return for his information, the official was given immunity.

Only the most senior government officials including Sir David Wilson, the governor, and Sir Piers Jacobs, financial secretary, know about the immunity and the fact it was the official who started the process which has led to Mr Li's downfall.

The official first reported Mr Li to the Office of the Commissioner of Securities and was referred to the ICAC. With the security of immunity, the official has risen up the stock exchange ladder. He remains there in a senior position.



Paul Simon wants to raise tax rate for wealthier

organisations. While he enjoys the name recognition and plentiful funds that come with incumbency, he is still the dogged campaigner.

He also gives a more statesman-like performance on the hustings than the more rough-hewn Mrs Martin.

None the less, Mrs Martin continues to make the campaign as difficult for Mr Simon as she can.

This may mean that her negative campaigning will increase. Her top media adviser is Mr Roger Alles, who recently called Senator Simon a "weenie", among other unkind epithets.

Mr Alles was responsible for Mr Bush's most controversial negative television advertisements during the 1988 presidential campaign. But with public distaste for negative campaigning on the rise, this strategy could backfire.

Although more voters recognise Mrs Martin's name, her negative ratings have gone up. She had hoped to turn the campaign around in the first of two televised debates with Mr Simon last Sunday. But she could not land a knock-out punch. Without one, Mr Simon is looking hard to beat.

**Better regulated exchange still caught between East and West**

**HONG KONG'S** financial markets are significantly better regulated than three years ago when Mr Ronald Li shut the stock exchange for four days in the wake of the October crash, reports Angus Foster from Hong Kong.

But the colony still has its problems. Share manipulation continues, there are public arguments between the new regulators and market players, and tensions between local and foreign brokers.

To some, such troubles are simply testing problems of a new regulatory environment introduced in the past two years. To others, they are worrying signs Hong Kong has failed to mature beyond a gambling den run by local gamblers.

The report is best remembered for saying that an inside group at the top of the stock exchange treated it like a "private club". It found that self-regulation had failed to develop, while the regulatory bodies had lost control because of mismanagement

and government malaise.

Many of the report's 160 recommendations have been adopted. Big failings have been corrected. Day-to-day management of the exchange is now in the hands of professionals instead of stockbrokers with vested interests.

The Securities and Futures Commission, the overall market watchdog, has been taken out of the civil service to recruit people with experience of markets. The futures exchange has improved its risk management systems, the lack of which caused its near collapse in 1987.

At the stock exchange, new listing rules are in place. Companies whose applications for listing are turned down can appeal to a separate committee.

A related argument ques-

tions the cost of regulatory improvement if market abuses continue. Share rumping, or artificially inflating stock prices, has reappeared and sent prices for several smaller stocks up by over a half in one

month.

The seeds for the current disputes were first sown in the Securities Review Committee report. Although well respected, the report opted for a "more of everything" approach. It was too optimistic on self-regulation, which needs consensus and compre-

hensive support.

Competing vested interests

have delayed progress. A long-

running dispute between international and local brokers over settlement periods was

solved earlier this year, but

**Senate considers budget package as deadline looms**

By Peter Riddell, US Editor, in Washington

**THE** US Senate yesterday began debating a budget plan which would raise taxes on the better-off, although by less than a package approved late on Tuesday by the House of Representatives.

Differences between the two packages would be resolved in a joint conference. Mr John Sununu, White House chief of staff, urged Congress to deliver a deal by the deadline of tomorrow midnight, when the US government again runs out of money.

However, he suggested Mr Bush might be prepared to sign stop-gap legislation extending the deadline if it had a "real" significant reduction in deficit built in to show that Congress meant business.

The package approved by the House is a statement of Democrat values rather than the basis of a deal.

The vote was mainly along party lines, although there are strong pressures for a compromise with between 26 and 40 Democrats, mainly conservatives from the south or those in close races, opposed.

President Bush has sought to revive his political fortunes by portraying himself as an

outsider against the Washington establishment and "tax-and-spend" Democrats in Congress.

The White House is backing the Senate finance committee's plan which has bipartisan support.

Unlike the House version, it avoids any increase in tax rates, although it increases taxes by limiting deductions for the better-off.

Those earning more than \$200,000 a year would face a 7.4 per cent increase in federal taxes under the House plan, and roughly half as big a rise under the Senate version.

Several Democrats, including such influential senators as Sam Nunn and David Boren, have proposed an increase in top tax rates linked to a cut in capital gains tax and savings incentives.

The chances of an early agreement depend on how far the Democrats want to push for higher income taxes and how willing the White House is to make concessions.

In detail, the differences between the packages are:

• The House version would increase the top marginal rate of income tax from 28 to 33

**N American scientists win Nobel prizes**

**THREE** Americans and a Canadian won Nobel science prizes yesterday for finding one of the basic building blocks of life, and for developing a way to make new substances from natural products, AP reports from Stockholm.

Mr Elias James Corey of Harvard University, Massachusetts, won the Nobel chemistry prize for his method of organic synthesis, which has allowed mass-production of medicines and other products based on naturally occurring materials. He wins \$Km (236,000).

The prize for physics was shared by Mr Jerome Friedman and Mr Henry Kendall, of the US, and Mr Richard Taylor, a Canadian, for finding evidence of quarks, the smallest particle known to occur in nature.

Mr Corey "found ways to build up molecules and produce new substances with important functions, for instance, pharmaceuticals," the Swedish Academy of Sciences said.

The method, called retrosynthesis, involves creating biological compounds from chemicals in a laboratory. Mr Corey analyses the structure of biological molecules and identifies simpler molecules which can be used to construct the same substances.

This allows faster development and production of a new product than extracting the compound directly from a plant or animal.

The academy said the physics prizewinners had made a "breakthrough in our understanding of the structure of matter" with their experiments in the 1960s and 1970s at the Stanford Linear Accelerator Centre in California.

Mr Friedman and Mr Kendall, of the Massachusetts Institute of Technology, Stanford University, bombard protons and neutrons with electrons to isolate even smaller particles, quarks.

Mr Friedman said yesterday after learning he was to share the prize: "There had been the theories of the possibility of such objects, but this was the first direct evidence."

**Illinois senate race offers voters a stark choice**

Barbara Durr on a clash of style and substance

**U**NLIKE many American political campaigns where it is difficult to tell the candidates apart, the senate race in Illinois is offering voters a stark choice.

Republican Lynn Martin, a five-term conservative in the House of Representatives, is challenging liberal Democratic Senator Paul Simon, who is running for a second term.

They clash on virtually every key issue and differ widely in style. Mrs Martin, often compared to Britain's Prime Minister Margaret Thatcher, is tough-talking and sarcastic. Mr Simon, who always wears a bow tie, is a quiet and comforting figure.

Mrs Martin opposes new taxes and wants to cut spending for social programmes and foreign aid, but advocates continued defence expenditure for "peace through strength". She accuses Mr Simon of being a "tax and spend liberal".

But Mr Simon has steadily run some 20 points ahead of Mrs Martin in the polls. Picking up on the public's anti-rich mood, he wants to raise the tax rate for the upper income brackets. He would also cut defence spending by 50 per cent over the next 10 years and increase expenditure on education, social programmes and foreign aid.

Mr Simon charges that Mrs Martin backed all the Reagan policies — such as tax breaks for the wealthy and deregulation of the savings and loan industry — that have brought the US to its current sad state of fiscal affairs.

And with the American public's anger about the S&L debacle

and the general state of disarray in Washington's budget negotiations, Mrs Martin may find it difficult to defend some of those past actions. She is further constrained in supporting President George Bush, whose vacillation on tax rises has dismayed her.

She voted against the budget compromise that Mr Bush wanted congressional Republicans to approve earlier this month. The president could have been a crucial ally, but

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**US industrial output buoyant**

By Anthony Morris in Washington

**T**HE US industrial output grew by a surprisingly strong 0.2 per cent in September, against market expectations of a 0.1 per cent fall. However, house building is at an eight-year low, and applications for new permits suggest the slump has still not reached bottom.

The figures confirm other reports which show that the bank-imposed credit crunch is having its strongest effect in the property market, while manufacturing is virtually unaffected. Consumer demand may be flattening, but export markets remain relatively buoyant.

The industrial production figures sustain an underlying 2.4 per cent annual growth rate through the month. The rebound in car output in Sep-

tember, responding to stronger sales, was the main source of strength. Output omitting the vehicle sector fell marginally.

Output of consumer durables, which include cars, rose 3.3 per cent in the month, and business equipment output rose 0.6 per cent after two largely flat months. Industrial capacity utilisation was unchanged at 88.6 per cent, again stronger than expected.

## CBI suggests tax rewards to widen share ownership

By Richard Waters

TAX INCENTIVES for personal shareholders were proposed yesterday by the Confederation of British Industry (CBI), the employers' organisation, to halt the long-term decline in individual investment.

The CBI task force, set up to investigate the issue, also concluded that deep-seated attitudes of potential investors, listed companies and stockbrokers must be changed before individuals will buy more shares.

Although the number of shareholders has leapt from 2m to more than 10m since 1975, the proportion of the stockmarket owned by individual investors has fallen from 37.5 per cent to 20 per cent.

The main reason for the decline, the task force suggested, is the greater tax advantages of other forms of investment, particularly in pensions and owner-occupied property.

It also blamed stockbrokers and the London Stock Exchange for failing to market themselves and develop suitable ways for small shareholders to deal in shares.

The report proposed a num-

ber of tax changes:

### Chancellor to discuss ERM effects

By Rachel Johnson

MR JOHN Major, the chancellor of the exchequer, addresses bankers at London's Mansion House tonight with his policy implements reshaped by Britain's entry into the European exchange rate mechanism.

He is likely to explain how monetary policy and fiscal policy will be adjusted better to fit the discipline of ERM membership.

Reducing inflation from its current level of 10.9 per cent remains a priority, but even more important than this is to keep sterling within its ERM band of plus or minus 6 per cent around a central rate of DM2.85. All this has to be done against the possibility that if Germany increases its interest rates, the UK might have to follow suit.

The public spending round

will also have implications on fiscal policy.

The bankers might well wonder how the ERM discipline will work when the economy is about to be given such an injection of extra public spending of £7bn for 1991-92.

So further interest rates cuts are going to be handled with extreme caution. The strength of the D-mark is also an obstacle to further cuts.

### KEGWORTH AIR DISASTER

## Crash report to outline safety measures

By Paul Bettis, Aerospace Correspondent

THE British government will today release the long awaited official accident report on the Kegworth air disaster which proposes a series of important recommendations to make aircraft safer.

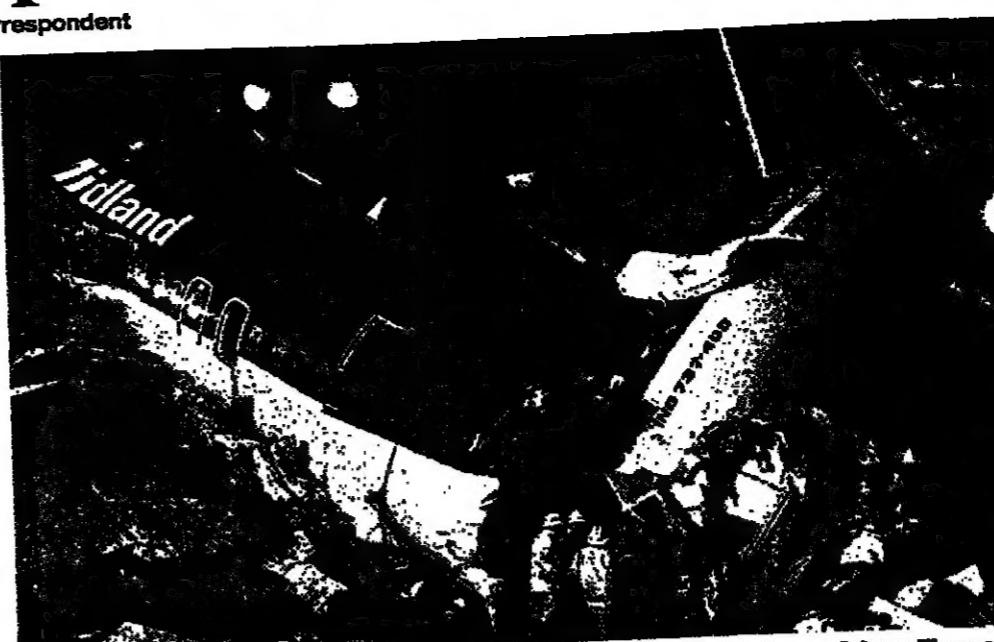
The report by the Department of Transport's Air Accidents Investigation Branch (AAIB) makes 31 recommendations to improve aircraft safety.

They include a call for new research to strengthen aircraft cabin floors; improvements in seat designs and seat belts; enhanced fuselage crashworthiness; and the introduction of external cameras to enable pilots to monitor aircraft safety.

The AAIB investigators have also raised once again the question of fitting rear-facing seats in passenger aircraft and have recommended research in this field. The Royal Air Force already uses rear-facing seats on its fleet of VC10 transport jets which also have specially strengthened cabin floors.

Detailed recommendations are made on engine inspections and modifications as well as improvements in instrument displays in the aircraft cockpit to help alert pilots of a malfunction or failure.

The report also draws attention to the psychological approach of pilots to cockpit



Crash landing: accident investigators say there are lessons to be learned from Kegworth

engine shut down completely. The aircraft crashed on the M1 motorway near Kegworth. 29 passengers died on impact and eight other passengers died later; another 74 suffered serious injury.

Aviation safety officials pointed out that like a previous accident involving a British

Airways Boeing 737 aircraft which caught fire on take-off from Manchester in 1985, the Kegworth crash was a survivable accident. They explained that a few years ago, such disasters would not have been survivable. The lesson of these two crashes was how to improve aircraft to enhance the chances of survival in such accidents, they said.

The British Midland 737-400 was powered by CFM-56-3C engines jointly made by Snecma of France and General Electric of the US. After the Kegworth disaster and two other incidents when a fan blade ruptured as the aircraft reached the top of its climb, aircraft fitted with CFM-56-3C were grounded.

Snecma and GE subsequently fitted shock absorbers to the blades as a first step to enable the aircraft to fly again. They are now undertaking additional modifications involving the aerofoil between the fan blades. Until changes are completed, the CFM-56-3C engines cannot be operated at full thrust above 10,000ft.

The Civil Aviation Authority and British Airways are due to begin trials next year with several television cameras on aircraft to enable pilots to see in the cockpit what is happening to the outside of the aircraft.

Shell, which competes with Esso for the biggest UK market share, led the way down with an 8p cut to 226.5p a gallon for four-star BP, the third biggest retailer, quickly matched Shell's price reduction after announcing only a 4p a gallon cut earlier in the day.

Although there was talk of a price war breaking out among retailers, big differences in announced price changes has been common in the last two months, in which wholesale markets have been extremely volatile. Over time, however, competitive pressures tend to push retail prices back into a narrow band.

### BRITAIN IN BRIEF



### Democrats back single currency

EUROPE should move towards a single currency within 10 years, the Liberal Democrat party said yesterday as it unveiled its response to Britain's entry into the exchange rate mechanism.

A commitment to the goal of a single currency was crucial if the UK is to maintain the confidence of its European partners, Sir Alan Beith, the party's treasury spokesman, said. Progress towards economic and monetary union should be swift: "I'm talking about this decade."

With the Liberal Democrat party keen to portray itself as the most pro-European of the Westminster parties ahead of the December's inter-governmental conference in Rome, Mr Beith said he supported "the basic concepts of the Delors report on EMU. He favoured a European central bank committed to price stability."

The party called for a commitment to narrowing next year the ERM band in which sterling trades to 1.25 per cent. It called for "targeted increases" in public spending to reduce inflationary bottle necks in the economy.

### Buoyancy in hotel trade

Britain's hotels are enjoying their best level of occupancy for several years as a result of the record numbers of tourists coming to the UK this year.

Figures from the British Tourist Authority show that the average level of room occupancy in UK hotels was 54 per cent for the first six months of 1990, a rise of 3 per cent over the same period last year. The main reason for this increase has been a surge in numbers of tourists from overseas.

### Anti-pollution sector grows

THE UK market for environmental technology and other goods and services for cleaning up pollution has reached £1.5 billion a year and is set to grow by 8.6 per cent annually, says a report prepared for the Department of Employment.

There are now 108,100 people employed in connection with the environment and the number is expected to rise swiftly. It has passed the 90,000 in the coal industry and is likely to approach the 140,000 in the electricity supply industry said Mr James Medhurst of Ecotec, the consultancy which produced the report.

### Stress service launched

CareAssist, a subsidiary of Royal Insurance, the UK insurer, has launched Britain's first commercial telephone-based stress counselling service.

The 24-hours-a-day service, called StressCare, will be sold to employers, trades unions and professional associations who would offer the service as a benefit to employees or members. Insurers, who could make the service available as part of an insurance policy, are also expected to be among CareAssist's clients.

Stress has been identified as a major occupational health issue by the Confederation of British Industry, which recently estimated the annual costs of stress-related absenteeism and staff turnover at £1.3bn.

**Water merger**  
Two former statutory water companies, Newcastle and Gateshead, and South Shields, agreed yesterday to integrate their management and day to day operations in northern England. The companies, owned by the French Lyonnaise des Eaux Duane group, supply water to 1.2m customers.

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Rift on education policy denied

## Thatcher tries to dampen speculation of party split

By Alison Smith and Norma Cohen

**T**HREE government ministers yesterday tried to quash speculation from the right wing of the Conservative Party over his decision to reduce the scale of testing required of young schoolchildren. It is this issue which is understood to have been at the top of the agenda at yesterday's Downing Street meeting.

Mr Thatcher held an hour-long meeting with Mr MacGregor, the education secretary, yesterday in which some of the most contentious aspects of the government's education reforms were on the agenda.

Leaving Downing Street yesterday evening, Mr MacGregor, who has faced speculation that his ministerial career could be in jeopardy, said that the discussion had been "very amicable indeed".

Sharp policy differences between Mr MacGregor and Mrs Thatcher have recently emerged over the introduction of school vouchers - in which parents would be granted a greater say in which school their children were educated in - and the pace at which schools have been opting out of local government control, a cornerstone of the govern-

ment's reforms.

Mr MacGregor has also come under criticism from the right wing of the Conservative Party over his decision to reduce the scale of testing required of young schoolchildren. It is this issue which is understood to have been at the top of the agenda at yesterday's Downing Street meeting.

Mr MacGregor is understood to have put off plans to announce the form of tests for seven-year-olds under the new National Curriculum, three times until Mrs Thatcher had a chance to personally approve them.

The announcement had originally been scheduled for earlier this week, when Mr MacGregor had been expected to say that he accepted the proposals by the Schools Examination and Assessment Council (Seac).

The Seac proposals had reduced the number of attainment targets for seven-year-olds from over 200 to about 50. In pilot tests in the spring the

initial proposals proved too difficult to administer effectively.

Mr MacGregor has also come under increasing pressure this week to settle his public spending bid with the Treasury. Education is now the only major issue which has not yet been agreed in this year's round of departmental spending allocations, and which might need arbitration by a group of cabinet ministers in the "star chamber" committee.

Opposition Labour Party

members are jubilant at their

success in putting education at

the top of the political agenda

and forcing the government on

to the defensive at a time when

it is still trailing in the opinion

polls.

After yesterday's meeting, Mr MacGregor said he hoped to make an announcement about the new arrangements for testing seven-year-olds "very shortly".

Mr MacGregor also denied that there were any differences of view between himself and the prime minister.

## British Coal in moving message to local village

By Juliet Sychrava

**G**OSSIP in the bar of the Station Hotel has reached a crescendo previously unheard in the Derbyshire pit village of Arkwright. Regulars are mulling over the news that the village could be soon, quite literally, on the move.

All three hundred of its residents have been forced to leave their homes on previous occasions to escape dangerous methane gas emissions from a nearby disused drift mine.

This time, though, they are taking their homes with them, a quarter of a mile up the road, with British Coal picking up the £15m bill.

British Coal is to build a new village, to be designed in consultation with villagers, and offering every amenity. A business park will be included that could eventually provide 700 jobs in an area which has suffered from the decline in mining employment.

The scheme will be funded with revenue from six tonnes

## LONDON UNDERGROUND

### Transport system faces a £40m shortfall

By Andrew Taylor, Construction Correspondent

**L**ONDON Underground, one of the world's biggest public transport systems, warned yesterday that it was facing "a cash flow crisis" and had ordered managers to make substantial savings to improve liquidity.

"There will be a £40m cash shortfall by the end of March if we carry on the way we are now. If we cannot reduce costs and generate more cash we will not be able to pay our bills," a company statement said.

London Underground added that only as a last resort would cuts be made to train services.

Other options could include freezing recruitment and closing non-essential offices during off-peak travel hours.

"We would hope to make savings in other ways by slowing down some investment programmes, cutting consultancy contracts and reducing research," it said.

The company blamed the cash shortage on lower than expected revenues from ticket sales.

The number of people using the underground system during the morning rush hour fell by 5 per cent to 567,000 during the 12 months to the end of March.



Going underground: modernisation costs and fewer passengers threatens a cash crisis

also facing an unexpected £3m bill to repair the tunnel roof at Blackfriars Bridge.

London Underground said revenues from ticket sales in the current financial year were likely to be around £7m lower than had been originally forecast.

Revenue in the 12 months to the end of March was £461.9m, compared with £431.6m in 1988-89.

"Unlike private companies we are restricted in the amounts which we can borrow to overcome short-term liquidity problems."

"There is therefore no option but to reduce costs or increase prices," said London Under-

ground.

## Cammell Laird shipyard falls victim to Britain's defence cuts

By David White, Defence Correspondent

**T**HREE MERSEYSIDE shipyard of Cammell Laird in north-west England, one of the traditional great names of British shipbuilding, has fallen victim to defence cuts.

Its owners, VSEL, yesterday put the shipyard up for sale and said that, if no buyer was found, the yard which built such famous ships as the Ark Royal and the Mauretania, would be closed down.

The group is starting talks with unions on reducing the workforce of 2,100. VSEL said it would close the yard once current contracts were completed in 1992.

Cammell Laird occupies a 140-acre site at Birkenhead, where it has been since 1857.

VSEL said its intention was to sell it as a "working shipyard" building merchant vessels instead of warships.

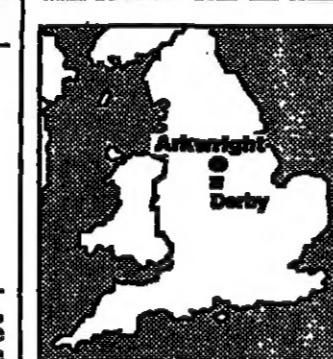
of about 16,500 to 12,000.

VSEL, which builds submarines at Barrow-in-Furness, said other companies would be better equipped to bring the yard back into the civil sector. It did not have the expertise, or even a merchant ship design.

It had been told that neither the British government nor the European Commission would agree because Cammell Laird, although it used to build merchant ships, was designated a warship yard.

VSEL said yesterday: "The possibility of securing the future of Cammell Laird on the basis of warship building is no longer a feasible proposition."

Post-war production included two of Britain's four Polaris ballistic-missile submarines. The first of the class, commissioned in June, was built by VSEL at Barrow.



of low-cost coal to be mined at new open-cast operations around the relocated village.

New three-bedroom houses will replace the existing traditional mining village, built to service the old pit, which has three streets of terraced houses, some council bungalows, the Station Hotel pub, a miners' welfare club, a school, a post office and a shop.

A detailed planning application for the scheme will be submitted to Derbyshire County Council in 1991. If approved, the village could be ready by 1993-4, with the whole open-cast and reclamation operation taking 18 years.

THREE directors of Matrix Churchill, the Iraqi-owned Midlands machine tool manufacturer, were released on police bail yesterday after two days of questioning by Customs and Excise in connection with possible breaches of export credit licensing arrangements.

The three directors, Mr Paul Henderson, managing director, Mr Peter Allen, sales and marketing director, and Mr Trevor Abraham, were bailed until December to allow customs officers to continue their inquiries.

At the same time it emerged that the inquiries surrounded the export to Iraq of a computer numerically controlled lathe set up to produce artillery fuses.

The equipment was shipped out in 1989 without a licence under the Export of Goods Control Order which demands

last night that it was concerned about the effect the arrests would have had on the buy-out plans.

It also emerged yesterday that the Department of Trade and Industry has spoken to more than one company in the UK machine tools industry over the past six months about contracts they may have with Iraq.

Other enquiries are centred on exports of Matrix machine tools to the Carlton company in China.

Matrix Churchill directors refused to comment yesterday but the company said it was continuing to manufacture and operate.

Matrix had seen its bank accounts frozen last month by the Bank of England - but the company was allowed to continue trading.

Management had been negotiating a buy-out from the Iraqi owners but the company said

with a variety of machine tool equipment, including the most technologically advanced products available.

In late 1987 Iraq turned to the UK after West German machine tool makers were unable to meet tight delivery deadlines.

By the end of 1988 Iraq had become the third biggest export market for UK machine tool manufacturers - behind the United States and Germany - with a total of £21.5m worth of products sold during the year.

In 1989 sales dropped to £12.4m because of political uncertainties.

Earlier this year Lord Trefgarne, the then minister of state at the DTI, held meetings with a number of British machine tool manufacturers to discuss ways of increasing trading links with Iraq.



**A ROWING-BOAT FOR A LIQUEUR. (POSSIBLY THE BEST SWAP IN HISTORY.)**

A red-faced English officer burst into the little hut.  
"We have found your boat, MacKinnon! You will not be privy!"

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MacKinnon survived the dungeon and so did his

reward: the recipe for Prince Charles Edward Stuart's personal liqueur.

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He will confess to the use of various rare 15 year old malt whiskies.

He will reveal that Drambuie is sweet and mellow on its own, slightly drier over ice and a match for most mixers.

But ask him about a certain secret herbal essence and he'll be rather more forthcoming.

He'll tell you to go and jump in a loch.



SECRET MADE TO THE PRINCE'S SECRET RECIPE

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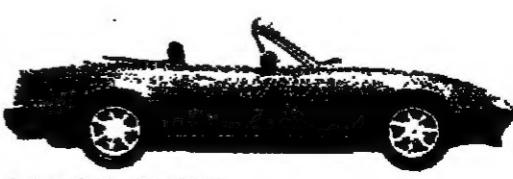
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With a tube of chrome yellow, Van Gogh forever changed the way we look at a sunflower. He was driven by a passion for self expression; the need to create something from within. In his own words, "There is something deep inside me. What can it be?" In 1920, a Japanese man - Jujiro Matsuda - was also driven by a passion. He dreamt of a company fashioned in his own image, but he didn't give it his own name. Instead, he named his cars after the ancient god of light: Mazda.



**On the road to civilization. mazda**

## TECHNOLOGY

## The fledgling learns to fly

**Paul Abrahams** on how Boeing designed its 777 aircraft, launched this month, entirely on computer

aided design tools at Boeing's plants in Washington state should reduce the risk of such mistakes in the future, according to Mulally. In addition, the new equipment should also allow Boeing to simplify the internal design of its new aircraft, reducing the cost of manufacture and making maintenance easier.

Boeing accepted blame for the problem. The faulty flange was part of a strut specially designed by Boeing for BA to attach Rolls-Royce RB-211 engines to the wings of the 767.

BA is the only airline using this combination of engine and aircraft.

Alan Mulally, vice-president for engineering for the new airplane division at Boeing, explains that the engineer who designed the flange then made an improvement elsewhere on the strut and failed to notice that the adjustment had created a high stress point.

Mulally says the fault was a simple, though fundamental, design mistake which only came to light after the aircraft had been in the air for some time.

However, the introduction of a new generation of computer-

aided design tools at Boeing's plants in Washington state should reduce the risk of such mistakes in the future, according to Bill Creel, the senior manager of engineering computing on the 777.

Creel explains that Catia now allows Boeing engineers to simplify the design of the aircraft and so reduce the cost of manufacturing.

Engineers can assemble the components digitally on screen to make sure they all fit together. This means the engineers can see whether there are any interferences between the components and whether any can be redesigned more simply. Any redundant or over-complicated part can be redesigned on screen before it is manufactured.

Previously, this process required engineers to spend hours reading through pages of computer-printed numbers looking for stress concentrations. On the Elfini system, areas of high stress are now easily identified by different colours on the screen.

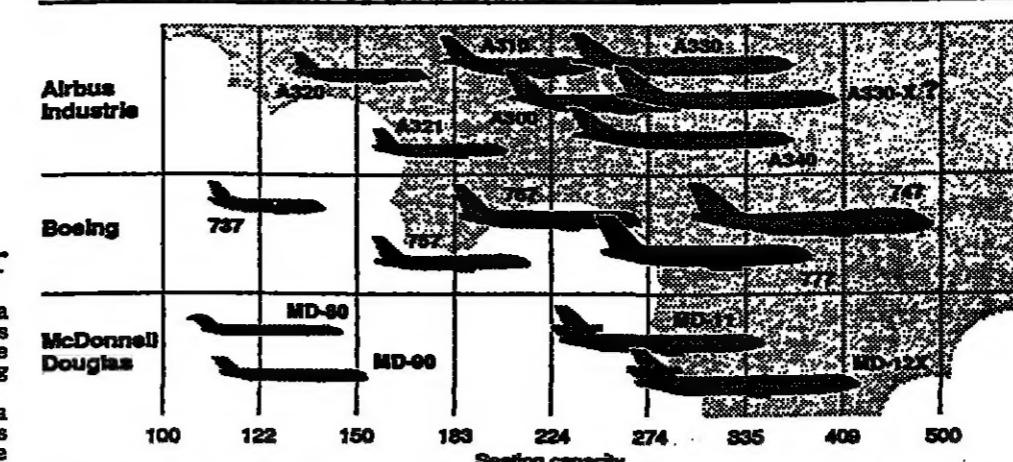
Mulally argues that if the Elfini system had been available for the 767 strut, Boeing engineers would have been able to identify the guilty part before it was manufactured let alone installed on the aircraft.

However, the latest three-dimensional version of

Catia provides Boeing with a number of other benefits according to Bill Creel, the senior manager of engineering computing on the 777.

Creel explains that Catia now allows Boeing engineers to simplify the design of the aircraft and so reduce the cost of manufacturing.

### Where the 777 fits in the market



one inch: there was a danger that components such as pipes would fail to fit together.

Until recently, workers on the company's 737 line spent as much as 25 per cent of their time reworking or fine-tuning components. "Basically, Catia allows us to see problems before they happen. This allows us to reduce the amount of engineering changes and reduces the complexity of the aircraft, resulting in a better product," says Creel.

Another advantage of the Catia system is that it allows the engineers to modify components rapidly during the design stage. He explains that throughout the development process engineers inevitably want to make changes. Previ-

ously this caused problems because parts with long production lead times often had holes for wiring and tubing in the wrong place because the design had been changed.

With the Catia system, most of the parts do not have to be manufactured until the design is complete. "We think we can design the right hardware the first time," says Creel.

A further important benefit of the system, according to Creel, is that Boeing will find it easier to manufacture jets designed specifically for its customer's needs.

Previously, without the three-dimensional Catia system, the company's customer-oriented policy had caused problems, particularly with its

early 747-400 aircraft. Boeing discovered that it was offering 153 different lavatory locations, some only an inch apart. The company had to carry out expensive physical mock-ups to complete some functions.

Another problem was the response time of the computers. During mid-morning, when the system is most in demand, the time it takes for the computers to complete some functions increases from about 20 seconds to about 40 seconds.

He smiles as he explains that people have started complaining that they cannot do things in five minutes which five years they could not do at all.

In the meantime, Boeing is hoping that its first and rather embarrassing experiment with three-dimensional computer-aided design is not repeated.

An article on the manufacturing operations of Airbus Industrie will follow tomorrow.

A final benefit of using Cad

## British Steel would like to inform termites that the buffet is now closed.



When the railways came to Africa, they brought good news.

Whole countries now had a fast and efficient form of long distance transport. And in the tropics, the termites now had a restaurant.

Mile after mile of wooden sleepers: a running buffet as far as the eye could see.

No sooner had the engineers laid them than the termites upped and ate them. Not at one sitting, of course. (It takes about ten years to chew through a sleeper.)

But quite fast enough to cause derailments and disruptions on lines which should have lasted forty years.

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Because it has stopped a lot of creosote from going into the atmosphere. And a lot of trees from going off to the saw mill.

In fact, it's better all round. Although it has rather spoilt the party for the termites.



British Steel: adding value

## Banks perform electronic trick

By Della Bradshaw

**THE CHEQUE** is in the past" is a euphemism small suppliers dread to hear. They know it probably means that their customer has not paid the bill. But short of questioning their client's honesty, all they can do is bemoan the inefficiency of the postal service.

This dilemma could soon be over. The UK's high street banks are now promoting ways of paying bills electronically. This would mean that the small supplier, waiting for the cash, would get notification of the payment from the customer's bank. No notification would mean no payment.

Such electronic messages, known as electronic data interchange (EDI), are becoming common for the transfer of "paperwork". Order forms and invoices whizz over phone lines between computers.

Now the payment for the goods, alongside the documentation, could take just seconds to zip around the country as well. Both the National Westminster Bank and Barclays Bank have services which can perform this electronic trick; Lloyds and Midland are expected to follow soon.

From the customer's point of view the system is easy to use. The finance department taps in the details of the bills to be paid - supplier name, amount, bank account number, date on

which the payment is to be made - to the company computer system. That information is then sent electronically to the company's bank.

The bank processes the information and sends out written details to the payee - electronically, or by facsimile or post. On the appropriate day the money is paid into one bank account, deducted from the other and the documentation sent electronically to company records.

Electronic transmission can be considerably cheaper than the post, points out Jerry Whitmarsh, senior strategy and research manager of automated business services at NatWest. The minimum cost today of settling an account by cheque is about £2, but can be as high as £200, he says. The maximum that NatWest or Barclays would charge to complete a translation electronically would be about £2.

Other benefits of electronic payments include speed and a reduction in errors, as information does not have to be rekeyed. John Irish, chief executive of Spar, the UK grocery chain and the first user of the NatWest service, says EDI will paid more rapidly. That, he says, will bring closer relationships and could help Spar get better terms from its suppliers.

## PowerGen links up

By David Thomas

**POWERGEN**, one of the generating companies in England and Wales, yesterday announced a research and development agreement with the Electric Power Research Institute (EPRI), which manages most of the research work for electricity utilities in the US.

The agreement, the first of its kind between PowerGen and a foreign research institute, is part of a new research strategy which the company is putting into place as it approaches its privatisation.

The agreement will involve PowerGen paying \$5.3m a year to EPRI, which is based in Cal-

ifornia. In return, PowerGen will be given access to EPRI research projects to the value of about \$42m a year.

Richard Jack, PowerGen's director of technology and research, said: "Co-funded participation in the activities of EPRI will establish collaboration and give us access to a vast research data resource which will complement our own research programme."

PowerGen, which inherited some of the research staff from the old Central Electricity Generating Board, is consolidating its own research and development activities at a site near Nottingham.

## Radio telescope wins top award

**AN ANGLO-DUTCH** radio telescope, fixed to a mountain top in Hawaii, has demonstrated the way forward for engineers designing structures which can change shape.

The James Clark Maxwell telescope was this week given the annual MacRobert Award from the Fellowship of Engineering, the UK National Academy for Engineering. The £15m telescope has been part of the Mauna Kea Observatory since the summer of 1986.

It is the largest of a new generation of telescopes designed to detect radio waves emitted by interstellar gases in the outer reaches of space - the birthplace of stars.

The same techniques could be used for changing the shape of large surfaces, such as the wings of aircraft, or other structures where shapes would respond to varying operating conditions. This would enable aircraft to use variable shape aerofills, instead of swinging wings, the current method of meeting changing conditions in the air.

The dish is made of 276 light-weight, aluminium panels mounted on a steel frame. Each panel is mounted on the mechanical legs, which enable it to move and counter distortions that would distort the tiny radio waves and spoil the signals received from space.

Computers co-ordinate the movement of each panel to ensure that the mirror surface of the telescope dish presents a true image of the stars.

The same techniques could be used for changing the shape of large surfaces, such as the wings of aircraft, or other structures where shapes would respond to varying operating conditions. This would enable aircraft to use variable shape aerofills, instead of swinging wings, the current method of meeting changing conditions in the air.

Lynton McLain

## MANAGEMENT: Marketing and Advertising

Boulet Dru Dupuy Petit

# Entrée across the Channel

Alice Rawsthorn explains why the French agency is backing three UK advertising eminences grises

The advertising industry thrives on rumours. So when the secretary of the chairman of a London ad agency spotted someone who looked like Dave Trott getting on a flight to Paris with a man answering to the description of Paul Bainfaire, her boss drew his own conclusions.

Trott, recently ousted as creative director of Gold Greenleaf, was almost certainly starting a new agency with Bainfaire, then joint chief executive of Saatchi & Saatchi, the biggest single agency in the UK. And the chairman surmised, they had persuaded one of the ambitious French advertising agencies to back them.

For one, the rumour turned out to be true. Boulet Dru Dupuy Petit, probably the most ambitious of all the French agencies, is bankrolling Bainfaire Sharkey Trott, a new London agency set up by Paul Bainfaire and Dave Trott together with John Sharkey, who now runs BDDP's UK interests and who used to work alongside Bainfaire at Saatchi.

BDDP is beginning in business at a very tricky time. The UK advertising industry is, after all, in the thick of its worst recession since the mid-1970s. Nevertheless, the calibre of the people involved in BDDP, and the scale of BDDP's investment, means that it must be a force to be reckoned with.

creative director of Saatchi in Paris. Within three years BDDP had become a top five French agency.

The three founders of BST are all of comparable stature within the UK advertising industry. Dave Trott, 44, is regarded as one of the most talented, and prominent, creative directors in London. He has been searching for financial backing ever since he was fired from GGT earlier this summer.

One of the people whom he approached was John Sharkey, 43, who had left Saatchi in May to become chairman of BDDP (UK). Sharkey, best known in the City for a brief period with the beleaguered Blue Arrow group, had already considered, and rejected, several possible acquisitions.

"Nothing seemed to be suitable," he says. "So when we had the chance to work with Dave Trott on a new agency, we jumped at it."

Sharkey then contacted Paul Bainfaire, a colleague from his days at Saatchi. Bainfaire, 37, had risen rapidly through the Saatchi ranks to become second-in-command of the London agency.

Usually when advertising executives break away from their old employers to start their own agency, they hock their houses to raise the necessary capital. Bainfaire Sharkey Trott is different.

BDDP is providing all the start-up

finance. It will not say exactly how much it is prepared to invest: "as little as possible," according to Boulet.

Sharkey says the new agency will be able to survive on a regime of "outgoings but no income" for "quite a long time".

Although BDDP is providing all the money it will only keep a minority shareholding of 40 per cent. The three founders will own the remaining 60 per cent with a small tranche set aside to be allocated to staff.

At the moment there are no other staff to allocate shares to. Nor are there any clients. BDDP has decided against folding Waldron Allen & Thompson into BST, given that the culture of its new agency is expected to be very different from that of WAT.

Instead it has bought Miller and Leeves, a small London agency, which will be merged with WAT. So BST will have to forage for clients in an intensely competitive market.

"The market is certainly very tough at the moment," says Bainfaire. "But when times are bad clients are often prepared to run risks by choosing new, energetic agents."

Eventually BDDP hopes to introduce some of its international clients to BST. After the abortive BMP bid it concentrated on increasing its interests in continental Europe. It



(l. to r) Dave Trott, John Sharkey and Paul Bainfaire: launching into an intensely competitive market

also formed a joint venture with Batey, the Singapore agency. Earlier this year it ventured into the US as a minority shareholder in Wells Rich Greene, the New York-based agency.

BDDP, like other ambitious Paris agencies, Eurocom and Publicis, has been helped in its international

expansion by the strength of the French economy and supportive Paris banks. It has now assembled a network with projected billings of \$200m this year and has amassed borrowings of around \$50m to do so.

If its investment in Bainfaire Sharkey Trott pays off, BDDP will have found a relatively cheap entry

to the important UK market. Jean-Claude Boulet says BDDP is now entering a period of "organic growth and consolidation".

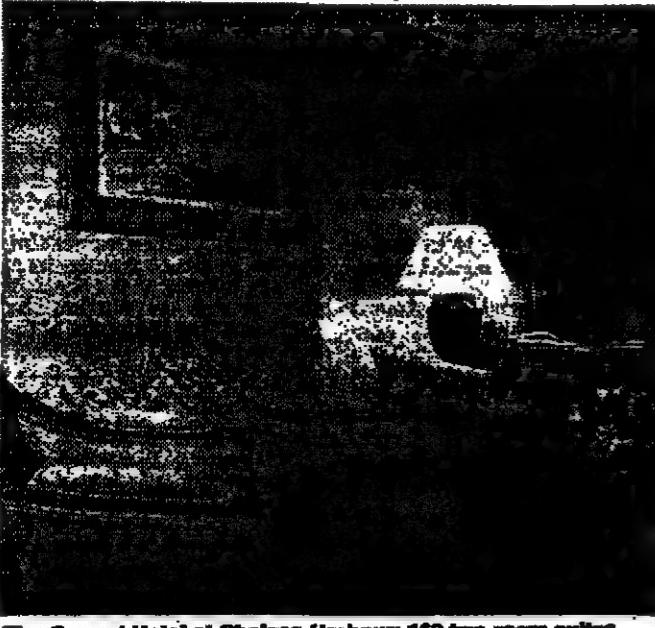
However, there are some deals in the pipeline. He still hopes to find a suitable acquisition in Germany and to raise his stake in Wells Rich Greene.

In the UK is the lack of available large sites; US development was helped by siting all-suites on edges of towns, although the trend recently has been towards city centre sites.

In addition, there are differences of perception between the US and UK markets. "Britons see suites as top of the range and expect to pay accordingly," says Martin Gervy, from the Howarth and Howarth hotel consulting group. "Americans, however, view suites differently; they see them as representing spacious lodgings at all levels of the market."

Will the concept take off in the UK? British hoteliers have so far adopted a cautious approach: "I can detect no great appetite for all-suite hotels to grow as fast in the UK as in the US," points out Paul Slattery, hotels analyst with stockbrokers Kleinwort Benson.

The problem with develop-



The Conrad Hotel at Chelsea Harbour: 160 two-room suites

**B**usiness travellers staying at the recently-opened Conrad Hotel in London's Chelsea Harbour are getting what many might see as a much-needed marketing offer more applicable to washing powder than a luxury hotel: two for the price of one.

For £200 per night all guests

get a normal-sized bedroom as well as a living room which can be used either as an office or to entertain clients. This is about the same as the price of staying in a single room at most other top London hotels.

The Conrad Hotel, part of the international operations for the US Hilton hotels chain, is the first all-suite hotel in the UK, with 160 two-room suites. Although not the first such all-suite hotel in Europe – that honour belongs to the 30-suite Hotel Duca di Milano in Milan – it could represent the first of a new niche marketing concept in the hotel industry exported from across

the Atlantic.

All-suite hotels in the US are the fastest growing sector of the lodging industry and, according to hotel analysts, at present have the highest occupancy rates of any type of hotel operation at about 70 per cent against an average for all hotels of 65 per cent.

Hotel consultants Pannell Kerr Forster estimate that about a third of all guests in US all-suite hotels are leisure travellers, with nearly half business travellers, and the remainder conference delegates.

The concept is not a new one. It originated in the early 1980s in Grand Prairie, Texas, with the opening of the Lexington Apartments and Motor Inn. By last year there were over 50,000 suites in all-suite hotels in the US; analysts project this number to grow to almost 300,000 suites by the mid-1990s.

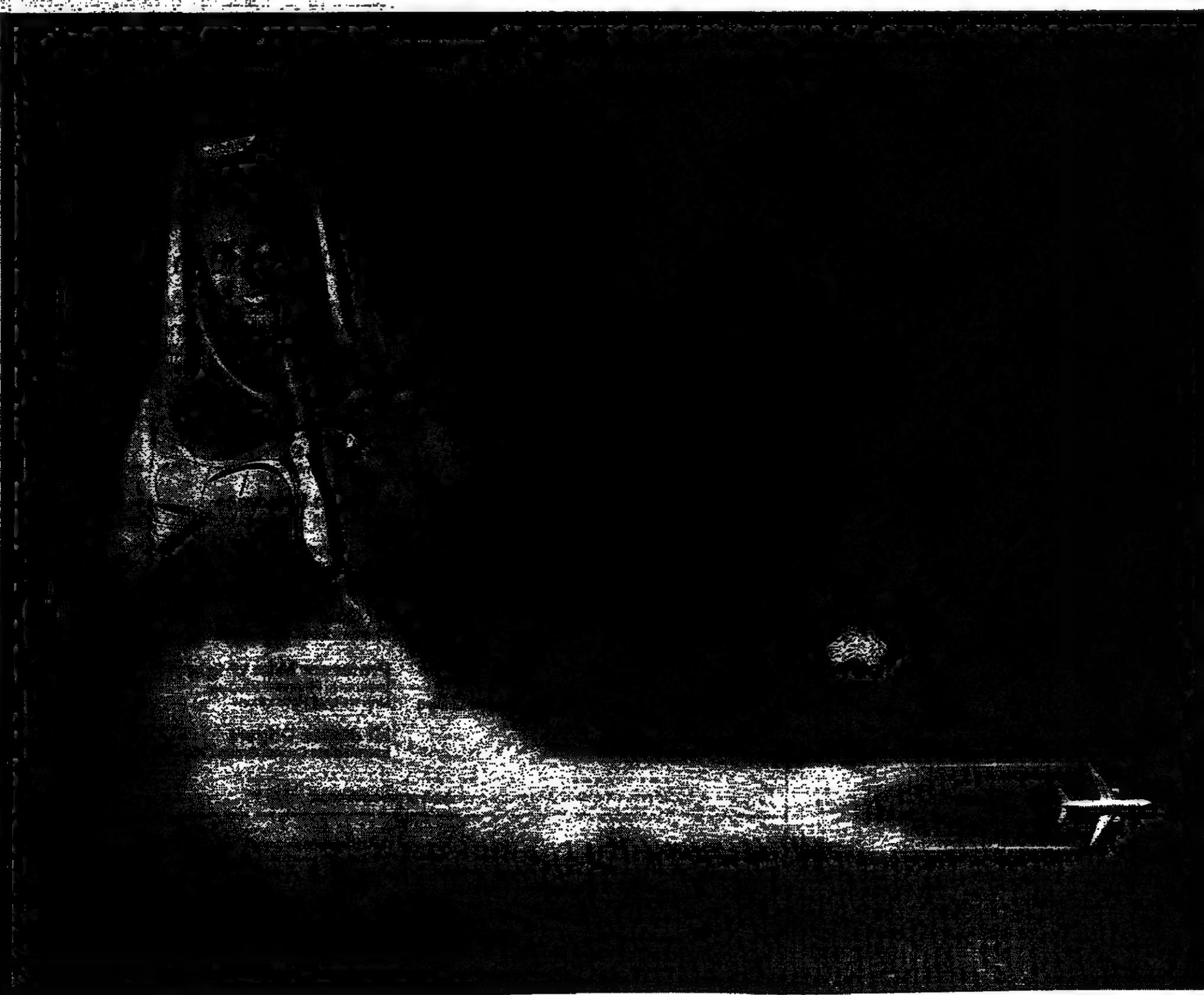
Unlike the Conrad at Chelsea Harbour, many US all-

suite hotels are aimed at the budget-conscious leisure traveller. Suite hotels typically offer self-help kitchens facilities and enable families to visit vacation resorts such as Walt Disney World in Florida at a cost much below the equivalent of staying in a full-service hotel.

Hyatt Hotels was initially reluctant to move into the all-suite market as it saw the concept as not fitting in with its up-market hotel range. But the popularity of the concept with business travellers prompted it to take over two existing all-suite hotels (in Palm Springs and Atlanta) and recently to open its first purpose-built all-suite venture in its home town of Chicago.

While all-suite hotels have developed largely as a result of offering no-frills accommoda-

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Please register me for the GULF Perspectives Conference on Wednesday 7 November 1990 and forward full details.

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## A Checklist For Locating In America

First of all, choose an area that really shows interest in attracting your business. If you asked the over 100 British companies already in North Carolina, companies that include Wellcome Foundation Ltd., Glaxo Holdings plc, BBA Group plc, Yale and Valor plc, Hawker Siddeley Group Ltd., General Electric Co. plc, GKN plc, Barclays Bank plc and Royal Insurance plc what influenced their decision, chances are they'd reply that assistance and attitude had a lot to do with it.

**Labor.** Check out the labor situation. Not all states can claim the diversity and skill of North Carolina's 3.5 million workers. Ours is a right-to-work state, with a unionization rate that is the second lowest in the nation.

**Education.** An area with a strong community college system and good universities means skilled workers, and an excellent base from which to recruit for R&D and other professional positions. North Carolina's 58 campus community college system, 16 campus state university system, and 38 private colleges and universities are major reasons why so many high technology industries call our state home.

**Markets.** Whether you're planning on manufacturing, sales or both, you'll want proximity to the largest market possible. A central location on the eastern seaboard (where North Carolina is) provides overnight access to over 150,000,000 U.S. and Canadian consumers, and \$1 trillion worth (that's 61%) of the nation's industrial production.

**Transportation.** Look for international air service, a comprehensive rail network, deep water ports and good highways. North Carolina's two international airports (with daily service to the U.K. and Europe), 4,000 miles of rail, two of the east coast's deepest ports

and the nation's largest state highway system means you, your materials and your products will be moved quickly and efficiently.

**Financial Center.** Choose an area that financially stable, with a growing economy. North Carolina has a AAA credit rating and is home to the nation's 6th largest financial center. These are the indicators you're looking for:

**Taxes.** What about the tax burden? Look for a friendly-to-business tax structure like you'll find in North Carolina, with no unitary tax and no property tax on business inventory.

**Quality Of Life.** If you're going to expand into America, why not choose a place where you can enjoy yourself. Sunny skies, four delightful seasons, over 300 miles of sandy beaches and beautiful mountain ranges are all a part of everyone's life in North Carolina. It's a quality of life you could easily become accustomed to.

**Location Assistance.** Finally, seek out the best professional advice you can find. For instance, if you contact the North Carolina Department of Economic and Community Development, our Business/Industry Development Division consultants will provide personalized assistance in all phases of your location and site selection process.

For all the advice you need on locating in America contact Mr. T. Davis Bunn, State of North Carolina European Office, Wasserstrasse 2, D-4000, Dusseldorf 1, Fed. Republic of Germany, Tel: (0211) 320533, Fax: (0211) 132954 or Ms. Peggy Anderson, Director, Europe/Canada Group, North Carolina Department of Economic and Community Development, Dept. 111, 430 North Salisbury Street, Raleigh, North Carolina 27611 USA, Tel: (919) 733-4151, Fax: (919) 733-4563.



**NORTH CAROLINA**  
The Better Business Climate

## BUSINESS LAW

# The second Czech revolution

By Karel Dyba, Thomas Jezek and Daniel Arbess

LAST NOVEMBER'S "velvet" revolution in Czechoslovakia was about political freedom. But, as five years of glasnost in the Soviet Union has demonstrated, political freedoms do not put food on the table. They do not assure the average worker the right to benefit directly from his work, and they offer little to attract much-needed foreign capital.

These challenges call for a second revolution – one to boost private ownership, stimulate foreign investment and restore Czechoslovakia's standing among the world's leading economies.

The second revolution must offer foreign investors a market environment free of legal idiosyncrasies.

These lurk where the investor is anything less than absolutely confident of the rules of the game, the most important of which are: investments will not be unduly burdened or interfered with by government; and that investors can be sure of obtaining reliable title to property.

Eliminating legal risk requires two kinds of fundamental reform. The first, which we call "enabling" reform, should level the playing field for private ownership by allowing private companies to compete on equal terms with state enterprises with respect to sourcing and selling on domestic and foreign markets, taxation, and access to credits and foreign currency.

New regulations also have to be implemented to insulate private companies from non-market distortions such as collusion and other forms of unfair competition.

Czechoslovakia has almost completed this first set of reforms. The current joint venture law allows foreign investors up to 100 per cent ownership of domestic companies, and several traditional forms of corporate organisation are available.

Czechoslovak joint ventures are free to buy and sell domestically and abroad and are exempted by law from state planning directives. They are also given more favourable tax treatment than state enterprises and equal access to financing.

The government is also committed to implementing a new competition policy by the end

of September and full internal convertibility of the Czech crown by the end of the year.

The right to raise capital and own assets would be purely theoretical, however, if the foreign investor could not be sure from whom and at what price these assets could be bought.

Under the old centralised system this was easy to determine: all property was owned by a monolithic state, and only selected "foreign trade organisations" had authority to deal with foreigners.

Now, virtually anyone can negotiate abroad and, at least for the time being, there is some uncertainty about exactly which enterprises, ministries or municipalities own what – a problem further complicated by the claims of those whose property was illegally expropriated by the old regime.

The government's priority is to resolve these issues with a set of "ownership" reforms which should guide the de-nationalisation of property and establish clear criteria for acquiring and transferring ownership in property.

When this undertaking is completed, by the end of this year, Czechoslovakia will have a comprehensive privatisation programme to govern the transformation of some 3,000 state enterprises.

The basic framework of the privatisation programme is already in place. The first step will be to allocate ownership among the federal, republic and municipal levels of government. The federal government will maintain control of industries of national importance, including, for example, telecommunications, transportation, national defence, mining and certain strategic resources.

The Czech and Slovak republics will own the bulk of assets in the light manufacturing, consumer, banking and tourism industries, along with most of the agricultural facilities.

Properties and businesses which are of local non-public character (such as small restaurants and shops) will then be privatised immediately. As part of this process of small scale privatisation, assets which were expropriated without compensation after 1948 will be returned to original owners. The balance will be privatised in auctions open

to Czechoslovak citizens later this year. Only local public services will remain in municipal government ownership.

Then the process of large-scale privatisation will begin. Selected federal and republic enterprises will be de-nationalised, meaning that ownership of productive assets will be transferred to new companies which will be free of the financial and obligations of the central plan.

The vouchers would be registered in the names of individuals and would be non-transferable, but groups of citizens would be allowed to combine their points to buy blocks of shares. The price of the shares would be indicated to some extent by the number of points in total being bid for them, and, ultimately, by the amount which a subsequent buyer of the shares would be willing to pay.

The conversion process for each enterprise, including authorisation of the transfer of assets and appointment of new management (who, the law will provide, may not be employee of the enterprise), will be overseen by the sectoral ministry which traditionally exercised jurisdiction over the enterprise in consultation with newly organised inter-ministerial commissions.

After de-nationalisation the company's shares will not be only one of many possibilities. Enterprise shares will also be made available on a case-by-case basis, to a variety of other parties, including foreign investors, employees (at a discount or under an Esof plan), former owners, and possibly government pension funds.

The Naf might also retain a certain number of "golden" shares for itself.

Proposals as to how the shareholding pie is to be sliced for each enterprise will be made by the company's management, but each plan will have to be approved by the relevant ministry of privatisation (and, in certain cases, the legislature).

One way or another there will be an important role, and opportunity, for western investors.

The western investment bankers' technique of controlled auction, whereby a selected "market" of investors are invited to bid based on well-specified criteria, might be one way to establish a benchmark.

This approach is being used in the first hotel privatisation in Czechoslovakia.

Another way to establish value, while at the same time encouraging entrepreneurial ownership, is simply to give a portion of the nation's capital to its citizens and let the people

**FT**  
FINANCIAL TIMES CONFERENCES

## BUY OUTS — THEIR FUTURE

23 & 24 October, 1990 — London

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## BUY OUTS — THEIR FUTURE

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## ARTS

*The Mayor of Casterbridge*

EVERYMAN THEATRE, CHELTENHAM

The seedy fortunes of mayor Michael Henchard, the romantic reverses of Donald Farfarr, the family complications of Elizabeth-Jane, these are no more than some particular features of the life of Casterbridge.

The town and its people are the heroes of Clark Haver's ingenious adaptation of Hardy's novel. We see 24 townspeople beside the three Henchards, Farfarr and Elizabeth-Jane; they are acted by eight players, all of them making (one even gives us a coda on the serpent), and we're provided the atmosphere of the 19th-century agricultural life, not only by their occasional activities, but by a physical transformation of daily activities.

Every chance is taken for a hymn or a folk-song, there are even a few choral settings of what are virtually stage-directions. The music, arranged by the musical director, Philip Cumming, and his little band, is as charming as it is effective, and has about it a genuine feeling of Hardy.

The events of the novel are clearly presented, though leaving out Henchard's sale of his wife at the beginning until it is recalled by the disinterested woman before the magistrate (Henchard, of course) evidently left some doubts for a while. Once Henchard, (commandingly played by Stephen Ley) has recovered his wife and Elizabeth-Jane, whom he believes to be his daughter, once Donald Farfarr (Andrew Henry) has given up his intention of emigrating and becomes Henchard's foreman, everything goes ahead in the style chosen by the adaptor and the director, Ian Firth.

This is broadly based on Greek drama. Sometimes characters, instead of acting in ensemble, say their words straight out, sightly downstage, under a spot. Activities like weddings, dancing at the fairs that occupy so much of Casterbridge's spare time, the marking of anniversary dates that leads to Elizabeth's death, are ably played by what is virtually the Chorus, when detail is missing. There is suggestion enough to supply it. The evening lasts just over three hours. If the third of the three acts seems a bit long, the fault is in Hardy.

Stephen Ley and Andrew Henry are great at the fight in the last. Marge Gunn as Elizabeth-Louisa suggests Paris rather than Jersey, but perhaps this is how she struck the simple folk of Casterbridge. Sandy Mcrade is as thin as Kipling Jane that you do not wonder at her economic misery, as here mother (and Stevie does her mother, no matter who her father was), Heather Williams's Stevie comes similarly withdrawn, save in her gladness at being sold to Newton.

Nettie Edwards has provided a permanent set, a backdrop of dark autumnal colour, with a steeply-angled small-dre stage, leading to the front of the stage.

The Everyman's revival of its old way of mounting a play of literary prestige to correspond with the Cheltenham Literary Festival is welcome indeed.

B.A. Young

## CINEMA

*Paired by prankish destiny*

**O**ne of life's dilemmas, made famous by the late Rodman's act, is how to choose between two identical piles of hay. A film critic faces this problem each week with the difference that the piles of hay may be as many as six or seven.

Take this week. Should he favour *Silent Scream*, the bad but ambitious British film about real-life artist-prisoner Larry Winters? Or the Finnish minimalist murder story *The Match Factory Girl*? Or should he give priority to one of the multicoloured piles of hay down in from Hollywood? Mel Gibson and Goldie Hawn in the chase romp *Bird On A Wire*, the Disney animation feature *The Little Mermaid* or the flying adventure *Wings Of The Apache*?

The only fatal decision is indecision. Yet a true reflection of the critic's experience would be an inner journey through a kaleidoscope of impressions, a Joycean logique of consciousness. In this state he could mentally blend the narrative of *Silent Scream* with the wit and resonance of *The Little Mermaid*, or the skilfulness of *Bird On A Wire* with the psychological resonance of *The Match Factory Girl*.

Since it is British and won a top prize at the Edinburgh Film Festival, let me begin with *Silent Scream*. Director David Hayman of Scotland's "7:34" cheery comedy has turned the story of Larry Winters, who died of a drug overdose in Barlinnie Prison in 1977, into a collage of memories and hallucinations. The film teles to render a fractured mind through a fractured narrative.

Condemned for murdering a publican in Soho in 1965, the gaolied Winters expressed his belief in God and salvation by writing and painting. Cue for Movements to turn him into Van Gogh of the British penal system, which Hayman duly does by casting an assured performance from Iain Glen ("Look like some primal A," his Artist with a capital A, his face is plastered with Jimi Hendrix posters and Tenniel drawings for Lewis Carroll's

A movie that special-pleads for a murderer as gallumphingly as this could turn us all into David Waddington. However, I have dusted myself down and I find that my liberal sympathies are intact. My feelings are still: No to hanging, no to flogging and no to pictures movies about murderers that try to make us rather than persuade us into sharing their views.

There are, it is said, only six

basic plots in the world. Like *Silent Scream*, *The Little Mermaid* is the one about someone trying to beat his or her way to life's surface from a suffocating internment. Mermaid fancies passing Prince and defies disapproving father (King Neptune) by cloping with him to terra firma.

The film has the following advantages over *Silent Scream*: a singing crab, a lot of colourful animation and some of the best Disney comedy and music in years. The said crab is one J. Crustaceus Sebastian, a J.S. Bach to the court of the Trident-wielding King, and his big calypso number "Under the sea" is an showstopper in the grand Walt Disney tradition of "Hi-ho, hi-ho" and "When you wish upon a star."

We must also applaud the octopus villainess, a bel canto diva floating on tentacles as convoluted as an concert gown. And we must give a special mention to the singing French chef, who presides over the virtuous preparation of a palace meal watched in stark terror by the vulnerable crab. God-forsakenly written and directed by John Huston and Ron Clements (of *Basil The Great Mouse Detective*), the film even begins to forgive its blim'd mermaids.

*The Match Factory Girl* and *Bird On A Wire* are opposite movies paired in the same week by a prankish destiny. They illustrate complementary strengths of cinema. The first, directed by Finland's Aki Kaurismaki (*Leningrad Cowboys Go American*), travels long distances emotionally and psychologically without appearing to move at all. The second moves like the clappers for 111 minutes and gets absolutely nowhere.

Kaurismaki's tale is but a humble epic on the tree of movie minimalism, bowing respectfully to the likes of Dreyer and Bresson. But if it is minor, it is also mesmerising. Our heroine (Kati Outinen) is a shy woman factory girl, plain and duck-faced. Almost no one will dance with her at the local disco; her parents are two romps of flesh immobile over

their TV dinners; the match factory is no fun; and one day she is made pregnant by a bearded yuppie.

No more plot. Your further enjoyment I will not spoil. Enough to indicate the tragicomic presence of rat poison in the story, and to say that watching this film must be like having one of those terrifying bungled anaesthetics. You watch immobilised but fully alert as the instruments of pain descend towards you, powerless to move or speak, hypnotised by a future that is as ineluctable as history.

*Bird On A Wire*, directed by John (War Games) Badham, is an opposite experience. Watching it is like downing an entire bottle of "uppers" and then finding you have nowhere to go and nothing to do. Result: a near-lethal case of the existential blues. Mel Gibson and Goldie Hawn are the couple being chased by badies. He is an ex-crook turned state's witness whose police protection programme seems to be failing him handily. She is the ex-girlfriend turned lawyer who helps him.

They career across America looking for a plot. There are scenes involving gay hairdressers, meat-eating animals, pooh-bahs unseated by chess-ladies in sandals, and the lethal incompetence of the FBI. In short, the file-in-denied fatalities of the Holly-Wood caper film are here. I laughed twice, jumped once, and wrote down one aphorism for possible future plagiarist:

"You know what they say about the '80s," quips Mel Gibson. "If you remember them, you won't be there."

I was there at *Wings Of The Apache*, but I seem to have forgotten it already. A sort of Top Gun with helicopters, it has Nicolas Cage, Tommy Lee Jones and Sean Young (first ever woman in combat in a Hollywood film, save the blurb) into a plot about the US Army fighting the South American drug barons. Directed by our own David Green (Buster), the film is mad, bad and dangerous to know. Not enough of any of these things to be interesting.



Mel Gibson and Goldie Hawn in 'Bird on a Wire'



Scene from 'The Little Mermaid'

## Philharmonia

ROYAL FESTIVAL HALL

The death of Leonard Bernstein cast an unexpected pall over Neeme Järvi's appetising concert with the Philharmonia on Tuesday. Not that the audience filed in stricken with grief (most music-lovers will have felt sharp sting at his passing, but we weren't his intimate friends); rather, somebody had decided,

with devout intentions — that he must be honoured by altering the programme, and the broken-hearts were something that Bernstein would never have countenanced.

The original plan was unimpeachable: moody early-Sibelius (the suite from his *Pelléas* scene-music) followed by snook-cooking early Shostakovich (the concerto for piano with trumpet), and then as pièce de résistance a complete *Miraculous Mandarin*, the first orchestral masterpiece of Bartók's maturity. In Bernstein's memory the solemn little "Andante Festivo" of Sibelius was added to that short programme as preface, or epigraph.

So far, fair enough, but further, the gentle *Pelléas* Suite was moved to last place, apparently so as to coincide with the "Death of Mérimée" (the conductor insisted on a long subsequent silence), after a truncated *Mandarin* — just the "suicide" from the ballet, which scrapes the last third of the score, several minutes longer than the Sibelius "Andante Festivo", and ends abruptly. It is a dated compromise from the days when Bartók's music

was thought forbidding, and it deserves no place in a modern programme. Not to hear the work rounded off is wildly frustrating if you know the music: especially this time, when Järvi had enlivened the earlier veneration episodes with such artful, malicious comedy.

Since the changes to the planned programme were announced only in the programme-book, some audience members who economised by not buying the latter four pairs of notes on the basis of 30¢ of advertising and Philharmonia self-advertising may believe that they heard the whole work as well, one movement was dropped from the Sibelius suite, unbeknownst to the note-writer.

Only Shostakovich's spiky Concerto remained quite intact, and luckily it was delivered with high imaginative mettle by Vladimir Ovchinnikov and John Wallace.

But how damply and unsuitably the concert ended! Among Bernstein's many dazzling facets, none reflected anything like frail little Mélisande, slipping passively away, whereas in the concert-as-advertised Bartók's indomitable *Mandarin*, who has to be killed three times before his lust for sensual life is assuaged (in the portion of the score that we didn't hear), offered rather a beautiful parallel — and suitably indestructive, too.

David Murray

## Artur Pizarro

QUEEN ELIZABETH HALL

Artur Pizarro, this year's Leeds Competition victor, is not a newcomer to London — his debut recital, last year, was favourably received, and he followed it with a couple of South Bank concerto dates. The atmosphere was not charged at the Leeds winner's London recital on Tuesday, as it has been on several previous occasions of the kind: the reason could well be that the 22-year-old Portuguese pianist has already made his mark on the London scene, independent of competition ballyhoo. In the best sense, he is not just a new face.

Even without having attended the Leeds or surveyed the other prizewinners, one sees why he won.

Pizarro is not just a superlatively gifted pianist but an "established" one: his very posture at the keyboard befores a sure, confident performer, and in the three works on Tuesday's programme — Debussy's *Children's Corner* Suite, the Rachmaninov Second Sonata, and the second book of Chopin Studies — he entirely avoided making the splashed and miscalculations associated with the inexperienced or wound-up young executant. The music flowed with beautifully liquid, easy confidence; the combination of poised sound and precise aim was at once remarkable and reassuring.

Pizarro is a pianist in whom great natural talent and fine schooling

have been excellently matched. The tone-quality possesses both a sunny brightness and a tender glow; the agility of the fingers and their unfailing accuracy in distinguishing markings for subtle musical purposes (for instance, the expert gradations of staccato and half-staccato) belong to a virtuoso. Yet the impression he left in even the most torrential surges of the Rachmaninov and the Chopin A minor Study (Op.25, no.11) was not so much dazzling as vital and musically. He is a "singing" pianist, his hands and fingers and voice; he doesn't rush detail; he gives each sentence and paragraph air to breathe.

All this said, Pizarro is not, at this stage of his career, very individual or, indeed, a very exciting pianist. The Debussy was particularly revealing. For all its soft-spun textures it lacked quirky fantasy; the overall effect was finally just a little too smooth and suave, too "safe". In the Chopin, likewise, the refusal to achieve at all costs an "interesting" interpretation was admirable, but the avoidance of risks and passionless, brilliantly dramatic strokes was perhaps a little less so. Mr Pizarro's natural gifts are abundant, and his basic approach to the piano is wonderfully sound. Now one looks forward to the blossoming of his artistic personality.

Max Lopert

## Cher

WEMBLEY ARENA

On the surface everything is re-assuringly familiar: the star is famous, the band as steady as a rock, the dancers seem in the last stages of a narcotic frenzy, the light and sound crews inter connect like Torville and Dean, the songs were crafted to power car radios all the way down the California coast from Monterey to Malibu. There is nothing for the comfortably middle aged in the audience to do but tap a sedate foot, wallow in the well ordered energy, sit back and enjoy.

But below the surface there are squirming questions. What is wrong with Cher, the product inside the packaging, which motivates her to undress on stage in such a remorseless way? When she was hitched to Sonny all those decades ago she was sedateness personified. But somehow age has transformed her into a sexual fantasy, pushing the cleavage ever lower, the crotch ever higher, so that when she sings "Bang Bang" she is clothed in just slivers of black Band-Aid, on top of sky high leather boots.

Apart from a perfunctory illusion to the plastic surgeon's knife, ("How do you like my new ass?"), Cher is charm itself and there is nothing in her act to do except the body baring. She is actually old fashioned to the extreme, a typical Las Vegas trooper who compensates

for an unexceptional voice with an unassumingly familiar: the star is famous, the band as steady as a rock, the dancers seem in the last stages of a narcotic frenzy, the light and sound crews inter connect like Torville and Dean, the songs were crafted to power car radios all the way down the California coast from Monterey to Malibu. There is nothing for the comfortably middle aged in the audience to do but tap a sedate foot, wallow in the well ordered energy, sit back and enjoy.

Unlike Madonna, who projects her total-crunching rawness with total conviction and was born to be a queen, and Tina Turner who laughs at her sexual image, Cher comes across as a comparatively unaffected and amiable woman, the pivot of the school run. She is at her most relaxing at the finale when, sensibly clothed, she orchestrates a roaring version of "Fire down below", which sends the seven dancers into a paroxysm, and allows the band to blow its brains out.

Rock classics, like the Eagles "Take it to the Limit" and Jimmy Cliff's "Many Rivers to Cross", feature largely in her repertoire, making her the ideal guide down memory lane for those good old boys who reckon pop music lost its way some time around 1975. She would make an ideal Radio Two DJ — and they rarely feel the need to expose their navel in public.

Antony Thorne

October 12-18

## ARTS GUIDE

## EXHIBITIONS

London

Royal Academy of Arts, Monet in the 80s: The Colour Paintings. The long-awaited blockbuster exhibition has opened in London sending reviewers scurrying to explain the artist's double vision. Burlington House, Piccadilly (0171 580 8769).

Hayward Gallery, Edmund Chilcott. Major retrospective of the Spanish sculptor (0171 5127).

Porte. Musée des Arts Décoratifs. Panoramic wallpaper for wealthy French bourgeois of the 19th century who felt the need for a change in their comfortable but somewhat boring life. 107 Rue de Rivoli (01 42 63 2140), closed Mon. The Suds January 21.

Cheltenham Literary Festival. The newly opened gallery presents in its luxuriant setting a selection of old masters from Holland, Germany, France, Belgium and Italy with names as diverse as Titian, Rembrandt and Canaletto. Booklet

and Tiepolo, 137, rue du Faub. St Honoré (01 42 63 0810). The Royal Academy of Arts Paintings. Some 200 oil paintings and watercolours and drawings by the Ecole de Barbizon, precursors of the impressionists. 11, quai Voltaire (01 42 61 0767).

Barbizon. Musée des Beaux-Arts. Paintings, drawings and lithographs which have come from the French national collection. Closed Tue, Wed, Fri closing, and January 14.

Barbizon. Musée des Beaux-Arts. Delightful 19th century town house - Hotel Biron - contains the life work of Gustave Courbet, who opened the way for modern sculpture. Closed Tues.

Barbizon. Musée des Beaux-Arts. Some 130 drawings on the theme of oriental philosophy in an interchange with the Kettner Gesellschaft in Hanover. Closed Mondays. Ends December 14.

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the front cover for the high-class Saturday Evening Post. Ends November 11.

Venice. Palazzo Grassi. From Van Gogh to Pollock. This exhibition provides a truly delightful counterpoint to the recent exhibition of modern art from the late 19th century onwards.

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## FINANCIAL TIMES

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Thursday October 18 1990

# The end of an empire

**WHAT STARTED** out three months ago as a debate on the future of the Soviet economy has inexorably widened into a dispute over the fate of the Soviet empire. That is why the attempt to cobble together a compromise between the government's economic plan and the 500-day reform programme named after Professor Stanislav Shatalin has dragged on so long, and so inconclusively.

From the Baltic states to the transcaucasian and Moslem republics in the south, the calls for independence and national sovereignty have grown more insistent as the command economy that once bound them together has lost power and coherence. Disintegration at the margins of Europe has been accompanied by disaffection at its slow heart. This disaffection is symbolised by the emergence of Mr Boris Yeltsin as the popular, elected leader of the Russian Federation on an anti-communist, nationalist platform and by increasingly assertive independence movements in Belarusia and, above all, the Ukraine with its 55m people.

The debate ostensibly taking place on the relative merits of a revised command economy, as outlined by Mr Nikolai Ryzhkov, the prime minister, or of a full-blooded market system, is not exclusively about economics. It is really a struggle between those who fear chaos if the Empire unravels and those who see its dissolution as the necessary precursor of a new "commonwealth" and market relationships.

### Nuclear nightmare

Mr Ryzhkov, and conservatives in the communist party, the central planning apparatus, the army, the KGB and many ordinary Soviet citizens know that Russia has suffered in the past both from domestic "times of troubles" and foreign invasions. They are not merely defending their own powers and privileges when they insist that key elements of the old command system must be retained until an alternative system is up and running. An economically weak and politically disintegrating Soviet Union, but one that is also studded with nuclear weapons from the Baltic to the Pacific, could indeed be a nightmare.

# The private shareholder

**THE PRIVATE** shareholder has long been a declining force in the stock market. When the Thatcher government saw political merits a decade ago in reversing the trend it could only do so superficially; the number of shareholders has increased substantially, mostly because of privatisation issues, but the proportion of shares owned by the investment institutions has continued to rise. Share ownership has become wider, but shallower.

Now the CBI has joined the battle, with the publication of a report by its Wider Share Ownership Task Force. The establishment of this body probably reflected the anxiety of individuals two years ago over the future of their relationships with the increasingly dominant institutions. At the peak of the takeover cycle these shareholders were perhaps the most distant, uninvolved and disloyal.

In contrast, private shareholders are regarded as more stable and dependable, although the evidence for this is variable. Clearly, too, there are also attractive political and economic motives for capitalist leaders in developing a wider constituency of investors: this is most directly relevant for employee shareholders, but the same applies in diluted form to the public at large.

The Task Force has therefore come out in favour of promoting wider share ownership, and has devised a list of measures which might help in that direction. Generally well thought out, the report can be described as falling into the worthy but dull category: more tax relief, an educational programme, better marketing by stockbrokers and so on.

### People's capitalism

Yet the report fails to get to the heart of the problem. Perhaps it is unrealistic to expect a body mainly reflecting the industrial establishment to do so. It has been left to an independent member of the Task Force, Lord Vinson, a long-standing propagandist for a people's capitalism, to attach a supplementary statement regarding the majority decision that consideration of the wider implications of the growth of company pension schemes did not really come within the report's remit, and

and not only for the peoples of the Soviet Union.

No wonder most western governments and observers – not to mention the selectors of the Nobel peace prize – have supported President Mikhail Gorbachev. His policy is seen to combine preservation of the Soviet Union with large scale disarmament, economic and political co-operation with the west and liberation for eastern Europe.

### Broken instrument

The defects in this analysis are that the command system was the instrument of a regime based on privilege while many parts of the Soviet Empire were incorporated by force and kept in submission. Without the command system does not work. Under conditions of greater political freedom the constituent parts of the empire demand their independence.

The apparently abortive attempt to marry the Ryzhkov and Shatalin plans for the economy means that western governments and business will have to look more closely at the wider political and economic implications. The logical conclusion, as Mr Yeltsin and his supporters argue, is that the command system has to be replaced by the market and the empire by a new constellation of sovereign states.

This is easier said than done. Sovereign states expect their own armies, currencies and governments – as well as parliaments, flags and policemen. Market economies would require a new mentality – as well as new laws and institutions.

The question is whether such changes can best be accomplished by a vast, unwieldy empire or by dissolution into its constituent parts. Up to now the assumption has been that a common currency and some form of over-arching political framework was necessary to provide an orderly framework for change. But with the trouble apparently heading for runaway inflation and the republics agitating for independence perhaps it is time to start contemplating a post-imperial future. It is not that this is necessarily the best imaginable alternative. It may soon be the only realistic one.

Almost to a man, oil executives have learned that price cycles, sometimes involving wild and unpredictable swings, are just part of the business. Yet however events in the Gulf unfold, their repercussions will be felt for the rest of the decade.

A wide, though not universal view had gradually evolved in the oil industry that prices would rise gradually, though erratically, in real terms, as the world became increasingly dependent on Middle East oil exports. Most members of the Organisation of Petroleum Exporting Countries would be producing at capacity for the foreseeable future, while the few with spare capacity would engineer a gradual increase in prices – enough to increase revenues but not so much as to choke off demand. Natural gas would be a growing and increasingly profitable segment of the business.

Refining oil, as the argument went, would also become more profitable. Excess refining capacity, which plagued the

industry throughout most of the 1980s, was falling as a result of increased demand. Rising consumption of highly refined products, such as petrol and higher-quality standards would increasingly reward refiners who had invested in sophisticated equipment to meet the world's changing fuel requirements.

This broadly positive scenario was balanced by the awareness that huge investments would be required to meet stringent environmental standards being formulated by governments. Oil companies would be required to cut the emissions from refinery and other operations as well as to produce cleaner fuels.

How has the crisis changed?

Prices: extreme short-term volatility aside, companies have not yet revised long-term price forecasts that form the basis of investment decisions.

Predictions for oil prices in the event that war breaks out in the Gulf range from below \$50 to more than \$100. Should the crisis be resolved peacefully, and Iraqi and Kuwaiti oil exports resume, prices could plunge swiftly as oil companies reduce inventories while other producers who have boosted production turn their taps down slowly.

"People's views on where you might be in 1995 haven't changed," says Mr David Grey,

an analyst at the stockbroker James Capel. "What has changed is the path of prices that gets you there."

None the less Mr Grey agrees that oil demand later in the decade is likely to be lower as a result of the crisis than it would have been, and this implies lower prices. There are two reasons for this. First, today's higher prices, even if only short-lived, have reminded everyone about the risk of price volatility and will

The oil companies face some murky truths, writes Steven Butler

# Challenges beyond the Gulf crisis

encourage investment in energy-efficient industrial equipment and consumer durables such as cars and refrigerators.

Second, the Gulf conflict will prod governments to boost energy security by reducing dependence on imported oil.

• Refining: the Gulf crisis has highlighted the constraints in the world's refining system, which is unable to process

the heavy crude oil that

has replaced the lighter crude oil that was exported from Iraq and Kuwait. Even before the invasion, Arthur D Little, the consulting group, projected that US refiners would have to invest between \$80bn and \$150bn during the decade, depending on the proportion of cleaner "reformulated" gasoline they were required to produce under US "clean air" legislation.

In Europe, \$4.1bn would be needed to meet the rising demand for chemically lighter oil products such as petro.

"The refining industry is one where there has been massive under-investment for the past 10 years," says Mr Grey.

Refinery managers, however,

would have to argue for these funds in the light of their poor financial performance during the past 10 years of excess capacity.

They are losing money today and there is no guarantee that the record will improve.

With the policy of western governments likely to curb demand for refined products, they face a risky future.

• Exploration budgets: with expectations of higher oil prices in the years ahead, oil companies had, in the past two years, begun to spend more money on exploration before the Gulf crisis caused prices to soar.

No oil company will admit to planning an increase in exploration spending after only two months of higher prices, and only the brave

would increase spending down slowly.

• Environment: a US senator is said to have remarked that the US would return to a "he-man" policy that put energy security over the environment.

US dependence on imports has been highlighted, and this may help to open environmentally sensitive areas to exploration, such as offshore California. Yet energy conservation is supported both by environmentalists, who wish to reduce pollution, and those worried about energy security, who want to cut imports. "You will see a convergence of interests between groups advocating energy security and environmentalism," says Mr Daniel Yergin, president of consultants Cambridge Energy Research Associates.

While Iraq's invasion of

Kuwait is certainly the crisis of the moment for the oil industry, it is the longer-term pressures of environmentalism that will reshape the industry more fundamentally.

sharp. None the less explorers will find it much easier to argue for more money to drill extra wells because the money is flowing in now, and spending should start to creep up. If oil prices stay up, by the spring we may see a lot more spending," says Mr John Wood-Collins, a consultant at Arthur D Little.

• Gas: in most markets, gas prices rise with oil prices. But high prices may threaten the use of gas in electricity generation where the competing fuel is usually coal. Longer term, the environmental advantages of gas seem certain to boost demand. Yet proposed projects such as Nigeria's \$2.5bn natural gas liquefaction plant face daunting risks when they must spend billions of dollars over five or six years before earning a penny. A small change in prices can have a serious effect on the economic viability of such huge projects.

Mr Wood-Collins says: "It is easier to finance projects when you have confidence in the stability of the price."

• Strategy: Mr Horton last week stressed the importance of co-operation between oil companies, which can offer market access and technology, and the governments of countries rich in oil and gas, which have a stake in oil and gas.

• Politics: the dispute that LBJ had all Babe Ruth's faults, and many more besides, including cowardice, hypocrisy, and outright dishonesty, seems overwhelming to the point that his judgment is rendered inherently suspect. One prominent American reviewer has described this book as "an almost unrelied litany of impassioned disgust".

In the biographer's defence, it must be said that LBJ, never a demigod, was always going to be among the most difficult of American politicians, let alone presidents, about whom to form a balanced view.

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The new figures due today should come as a salutary reminder to those who glibly thought that unemployment had been replaced by home mortgage rates as the key domestic political issue. On a moderate projection, unemployment will rise from its recent low of 1.6m to about 2m. A recovery is not likely until after the election.

The option of pumping more spending power into the economy to reverse the trend unemployment figures is simply not open to the government. For inflation cannot come down without a substantial period of slower demand growth both for products and for labour. And there will still have to remain indefinitely a higher margin of slack than the one to which we have become used, just to stop inflation from rising again.

It is therefore particularly important to seek methods of reducing unemployment based on improving the functioning of the labour market rather than stimulating demand. One example — the subject of a National Economic Development Office study — is work incentives for the low paid.

One set of adverse influences is shown in the chart, furnished by Walter Ellis, the NEDO director general. In 1978, before the Thatcher government came to office, there were only two tax bands on each extra pound earned at the bottom, and in the upper ranges of the income scale. Higher-rate taxpayers faced marginal rates of up to 88 per cent (88 per cent if their income was "unearned").

Poor people on half average earnings could face effective marginal rates of over 100 per cent if the withdrawal of social security benefits was also taken into account. A decade later, in 1989, most marginal rates had gone at the lower end of the income scale, but high rates of well over 80 per cent remained at the bottom.

As Mr Ellis goes on to say: "Where the low paid react by not taking on work that is on offer, society loses potential production. It could add to the national income, and it also loses because of labour shortages which would be relieved if more worked. The functioning of the labour market is damaged because there are no jobs on offer in parts of the UK which cannot be filled, and there are workers available to do those jobs who prefer to stay at home because they stand to gain nothing financially from collecting fares on buses, sorting or delivering letters, or cleaning a school".

There are two principal traps. The unemployment rate is a barrier which deters the unemployed and the wives of the unemployed from taking low-paid work. The poverty trap makes it difficult for those with many dependents and modest technical qualifications to increase their incomes by working harder or longer.

Recent government policy has tried to target some security more closely by freezing Child Benefit and concentrating on means-related benefits such as Family Credit. This gives rise to the well-known problem of non-take-up.

Categorised particularly badly are members of large families and wives of unemployed men. Wives of the unemployed have their declared earnings deducted pound for pound from the Income Support received between £11.75 and £20.25 per child depending on age. But if the family only receive the normal Child Benefit of £7.25 per child, if Child Benefit which forms an embryonic Basic Income — were raised to the same level as the "child" element in Income Support, the disincentives would disappear.

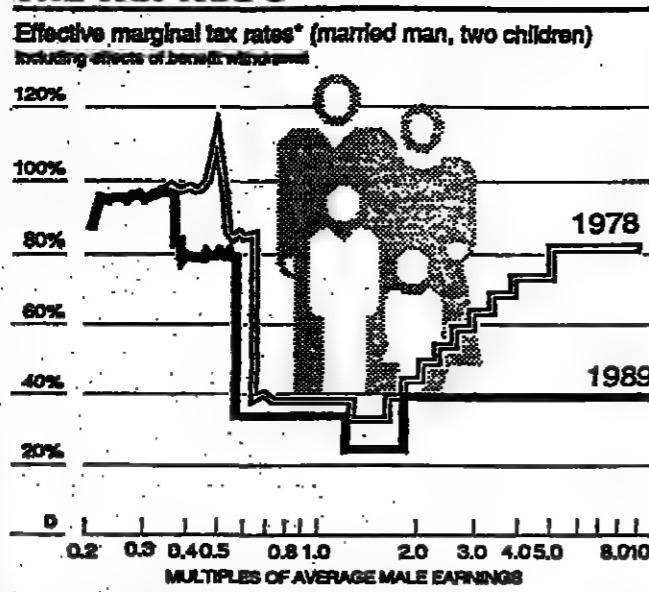
One unacceptable way of improving incentives is to withdraw benefit from those refusing low-paid jobs, thus forcing them to work at rates of pay below benefit levels.

## ECONOMIC VIEWPOINT

# New roads to jobs

By Samuel Brittan

### THE TAX TRAPS



\*Wife not working and two children aged 4 and 6 years. Source: NEDO

normal Child Benefit as the unemployed family now receives, would, according to Ellis, cost the Exchequer \$4.5bn per annum. It is often regarded as wasteful, so long as cash for such purposes is scarce, to pay to everyone benefits which largely spill over to families who do not need them. There is therefore much to be said for an idea suggested by the Institute of Fiscal Studies, under which Child Benefit is raised, but the tax system is used to withdraw the increase from the better-off.

Another worthwhile improvement would be to make the present Family Credit, which is an embryonic negative income tax, available to all low-income families and not merely those with children.

The worst disincentive relates, however, to Income Support, which, after a small "disregard", is now withdrawn pound for pound when an unemployed person obtains work. If the withdrawal rate were to be reduced to even 70-80 per cent, there would be an improvement in incentives.

On the administrative side, the greatest need is to find an over-the-counter method of handing over means-tested benefits to improve take-up. This is not merely a matter of administration and computers. The government regards Income Support as something to be handed over reluctantly when all else fails.

Where would the resources for improvement come from? Ellis suggests "fiscal drag". If the economy grows at an average of 2½ per cent per annum over a five-year parliament, and public spending in real terms grows at the same rate, there should be £20bn over for tax relief or benefit reform.

The underlying problems are ones of public stigma. The left and centre have to bite the bullet and realize that full employment means market clearing pay, which need have no relation to merit or need. The right has to appreciate that market-clearing wages are neither desirable nor possible unless there is an additional source of income or non-humiliating terms for those whose skills command a low value in the market. And throughout the political spectrum there needs to be a less puritanical attitude, in which the principle of a modest non-work income — long taken for granted by the old upper and middle classes — can be extended to all.

Improving incentives for the low paid, as A Bowen and K Mayhew, Macmillan, "Beyond the Welfare State", by Samuel Brittan and Steven Webb, Press for David Hume Institute

A genuine market-based approach might involve a Basic Income for all, payable as a tax credit, which would be withdrawn through the tax system once people began to earn money from work.

Although a full Basic Income scheme is not now affordable, partial moves are possible in that direction even under the present system. A few of these are outlined in a paper by Steven Webb and myself due to be published soon.

An example of the unemployment trap is that families on Income Support receive between £11.75 and £20.25 per child depending on age. But if the family only receive the normal Child Benefit of £7.25 per child, if Child Benefit which forms an embryonic Basic Income — were raised to the same level as the "child" element in Income Support, the disincentives would disappear.

One unacceptable way of improving incentives is to withdraw benefit from those refusing low-paid jobs, thus forcing them to work at rates of pay below benefit levels.

## LETTERS

### Economies of scale in the motor industry

From Professor D.G. Rige

Sir, Your editorial comment ("Europe's test in cars," October 10) was almost entirely correct in its assessment of what Europe's vehicle makers must do to survive. However, it is misleading to assume, as you did, that "manufacturing scale economies are rapidly growing less important".

What the new lean production techniques allow is the production of a variety of cars but within a large annual volume. Hence, an assembly plant is still optimum at around 250,000 units a year, although the model specific optimum can be lower. However, an engine plant's optimum has grown to 350,000 units a year for a family of engines, and even though lean techniques can reduce research and development costs, high volume spreads them even thinner.

What the new techniques do is to make it easier for large companies to make a variety of products, but they do not make it easier for small companies to

survive. The takeovers, mergers, and joint ventures of the last decade, together with the financial weakness of smaller Japanese car concerns (even though they were linked to larger motor groups) such as Fuji, Datsun, and Isuzu are eloquent testimony to this.

As you imply, lean production can do much to lower the long-run average cost curve of car manufacture. However, it is done to alter its basic shape. In fact, once all firms enjoy lean production some specific cost savings to gain a competitive edge. This will involve persuading their customers to accept cars made during longer than average product life-cycles.

If all firms are lean, the whole process will have come full circle, but with production being lean and mass.

D.G. Rige,  
SMMT professor of motor  
industry economics,  
City Business School,  
University of Wales

### Spain, the UK and the ERM

From Mr Jonathan Hoffman

Sir, Samuel Brittan ("What we can learn etc," October 15) is right that the Spanish experience is not decisive either way for the exchange rate mechanism (ERM) argument. Yet another difference between Spain and the UK lies in the rate at which the two countries entered. Spain's central rate of 65 pesetas per D-Mark was highly competitive (updated OECD data put the purchasing power parity exchange rate at around 50). This, if anything, understates

Spanish competitiveness since Spain is still less industrialised than the UK, so the difference between Spanish productivity and productivity at the margin in a plant with the most modern technology, must be greater in the case of Spain.

From this standpoint Spain is virtually guaranteed relatively rapid inflation, since labour costs will rise towards the German level.

Jonathan Hoffman,  
Senior European economist,  
Credit Suisse First Boston,  
20 Great Titchfield Street, W1

### BT's request for symmetry

From Viscount Fenwick

In Pemine-West Yorkshire. These systems will provide, as well as television, a modern communications network. Should BT's demands be acceded to, this and other such investments elsewhere would in all probability be killed stone dead. The request for what BT terms "symmetry" should be seen in that light.

Lewis, West Riding Cable,  
Dartmouth Estate Office,  
The Manor House,  
Skipton, West Yorkshire.

### Atlanta's expenditure

From Mr James C. Kennedy

Sir, I was interested to read your report on Atlanta's successful bid for the 1996 Olympics (Atlanta's cash wins race," September 19).

As part of the Atlanta Organising Committee, I want

to set the record straight. We spent \$7m in our campaign, not \$30m.

James C. Kennedy,  
Chairman and chief executive,  
Cox Enterprises,  
1400 Lake Hearn Drive NE,  
Atlanta, Georgia

James Buxton reports on the polishing of Glasgow's image

## Renaissance on the Clyde

Every night for the past few weeks an ocean liner has glided down a slipway at a shipyard on the Clyde in Glasgow. Sadly, it is not the real thing, but a vast, elaborate steel frame used as both the set and auditorium of The Ship, a theatrical celebration of the great days of shipbuilding in Glasgow.

The sought-after performances of this nostalgic but candid presentation symbolise the new Glasgow. Hardly any ships are launched on the Clyde nowadays; instead the once derelict Harland & Wolff engine shed has been enrolled as a theatre in the city's attempt to make its living from service industries.

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Improving incentives for the low paid, as A Bowen and K Mayhew, Macmillan, "Beyond the Welfare State", by Samuel Brittan and Steven Webb, Press for David Hume Institute



The shopping malls are new, but more must be done if the pace of redevelopment is to be kept up and the changes made to last

pushiness of the Glaswegians and the sense of solidarity which makes the private sector and the public sector co-operate effectively. A rapid campaign by both local authorities and businesses persuaded the government to locate all the processing work for the 1991 census of England and Wales (not Scotland) in Glasgow, creating nearly 2,000 jobs.

Businesses which have moved operations to Glasgow include BP Exploration Europe, which transferred 600 executives to the city after the takeover of Brabell in 1988; and TSB Mortgages, which is moving its head office from Edinburgh to Glasgow, creating 500 jobs. These and others promise a total of 7,000

"We've made Glasgow a good place for talented people," says Mr Ewan Marwick, chief executive of Glasgow Chamber of Commerce. "We've not yet made it a good place for the unskilled and unemployed."

The pragmatic Mr Lally says that he is happy with the city's new vocation as a hub of service industries but would also like it to have an expanding manufacturing base. There are now only two shipyards and one of the leading engineering companies, Howden, is closing its heavy manufacturing plant.

How then does he justify annual spending on the arts of £25m and an extra £15m on living up to the European cultural capital title? The original objective of developing the arts, says Mr Lally, "was to improve life for our people. Then we found it attracted tourists and businesses and created jobs." Two years ago it was estimated that the arts had generated 14,000 jobs and £200m-worth of annual spending in the city.

The number of tourists visiting Glasgow each year has gone up from 700,000 in 1983 to more than 2m in 1989. This year, hotels have had 95 per cent occupancy. Tourist numbers could reach 3m or 4m.

The Cultural Capital activities are running for the whole year, with theatrical events, music, art exhibitions and much else. Mr Neil Wallace, the deputy director, claims that it is "succeeding beyond anyone's expectations" with very good attendances for most events" though he acknowledges that some have had an indifferent reception.

The year will leave a permanent legacy. Earlier this month Princess Anne opened the 2,500-seat Royal Concert Hall. "People had talked about building a new concert hall for nearly 30 years," says Mr Wallace. "A replacement would never have been built but for the City of Culture, let alone built in two years."

A city that spends £25m on a concert hall when its former economic base is still decaying might be thought to have its priorities wrong. In fact the hall will bring in yet more visitors and enhance the city's reputation and self-confidence. But until the glow of prosperity illuminates more than just the heart of the city and unemployment has fallen Glasgow will still have to meet accusations that its revival is only cosmetic.

Growth through investment in Europe

Monday 19 November 1990 — London

The UK's entry into the ERM and the breaking of economic barriers between East and West and within the European Community present risks and opportunities which British businessmen dare not ignore. This major conference gives the opportunity to learn from leading British companies which are already implementing a strategy for Growth through Investment in Europe.

Keynote Speaker: Rt Hon Michael Heseltine MP -

"BRITAIN'S ROLE IN EUROPE"

Other speakers include:

Rt Hon Lord Cockfield

ARCHITECT OF THE BANK

Dr Eckart van Hooven

MEMBER OF THE BOARD OF MANAGING DIRECTORS, DEUTSCHE BANK

Harry Solomon

CHAIRMAN, HILLSDOWN HOLDINGS

Michael Hughes

MANAGING DIRECTOR OF ECONOMICS AND STRATEGY, EBNW

Colin Green

DIRECTOR, MILITARY ENGINES, ROLLS-ROYCE

Sir Michael Butler

DIRECTOR, HAMBROS BANK

Discussion forum:

Robert Kee (Chairman)

Rt Hon Michael Heseltine MP

Sir Frank Lampi (Chairman, BOEVS)

Sir Allen Sheppard (Chairman, GRAND METROPOLITAN)

Roger Bexon CBE (Chairman, LAPORTE)

Neville Buch (Chairman, BLEWMEH EXHIBITIONS)

ALL SPEAKERS HAVE CONFIRMED BUT ARE INEVITABLY SUBJECT TO VARIATION.



Please send me further details on the Growth through Investment in Europe Conference.

Pamela Austin, KPMG Peat Marwick McLintock, Finsbury, London, EC4B 4PR Tel: 071 236 8000 Fax: 071 248 6552

Name \_\_\_\_\_

# FINANCIAL TIMES

Thursday October 18 1990

Your international banking professionals

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## SOVIET REPUBLIC IN TURMOIL

### Ukrainian premier forced to resign

By Anthony Robinson, East Europe Editor, in London

THE prime minister of the Ukraine, the second most populous of the 15 Soviet republics, has been forced to resign after weeks of student and worker protests against his government's economic policies.

Mr Vitaly Masol, who managed to survive as prime minister despite the sacking of the hard-line communist party chief Vladimir Scherbitsky last year, is the latest victim of a rising tide of nationalist fervour in the economically powerful Ukraine.

The protests continued yesterday as news of the impending resignation was given to parliament by Ukrainian president Leonid Kravchuk.

Popular anger has grown at what is widely perceived as bureaucratic heel-dragging on independence and economic

domination by Moscow-based ministries since the communist-dominated parliament voted by 354-5 last July for full economic, political and military sovereignty.

The formerly Polish western Ukraine, with its large Catholic and Ukrainian Uniate church minorities, has been at the forefront of pressure for secession from the Soviet Union. But anger at poor working conditions, heavy environmental pollution and Communist party corruption and inefficiency has also spread to the largely Russian populated industrial and mining towns of the eastern Ukraine.

Strike committees, with close links to miners in the Kuzbas, Vorkuta and other mining areas, have replaced loyalty to the Communist

party in many working class areas of the eastern Ukraine, while Lvov and other big cities in the western Ukraine are now controlled by the anti-communist Ruth movement.

The transformation of the Ukraine from a cowed and outwardly conservative backwater, closely controlled by the KGB and Moscow-based ministries, dates back to the depth of popular anger at the party's initial cover-up of the Chernobyl nuclear disaster in 1986 and the release of Ukrainian nationalist political prisoners around the same time.

Demands for political independence and opposition to Moscow's proposals for a new union treaty have been reinforced by a strong sense of economic grievance.

The government led by Mr

Masol has sought to reduce the power of the Moscow ministries which used to control 95 per cent of the Ukraine's industrial and mining output and which dominated the republic's once rich agriculture. Communist party spokesmen also claim willingness to form a coalition government with the fast growing "green" and other non-communist parties.

But students and other government opponents say that Moscow will still control nearly 40 per cent of the economy and want new multi-party elections to get rid of the Communist party majority, which they believe was obtained by methods which once ensured 99 per cent majorities on all occasions.

Gorbachev-Yeltsin showdown, Page 2

### Brussels refuses to alter farm subsidies plan

By Tim Dickson in Brussels

THE European Commission yesterday refused to modify its controversial proposal to cut farm subsidies by 30 per cent, but hinted that there was room for flexibility in order to persuade EC member states to endorse the plan.

Discussion of international farm reform ranked high on yesterday's agenda of the weekly meeting of the Brussels executive after the EC Agriculture Council postponed efforts to reach consensus on the issue late on Tuesday night.

Deadlock in the council reflects the alarm of the farming lobby at the hardships entailed in global cuts in farm support. Pressure for reductions comes mainly from the US, which is linking the issue of agricultural subsidies to a successful outcome of the much wider international trade talks Uruguay Round.

The main EC debate centred on compensation measures, including direct income payments, for the worst-affected producers. Most EC countries,

US proposals to cut agricultural protection by 75 per cent could "slim through absurd protection levels and lead to a breakthrough in Gatt trade talks." Mr Mike Moore, New Zealand's prime minister, said. Dan Hayward reports from Wellington.

The US offer shows they are as serious as New Zealand about free trade. This could set a winning pace for the December negotiations.

New Zealand would benefit from relaxations in farm protection. Mr Moore has said that New Zealand, along with other Cairns Group countries, was prepared "to walk away" from the talks if farm protection was not firmly wound back.

notably Germany and France, appear to be pushing hard for clearer commitments from Brussels that such help will be forthcoming.

The commission, by contrast, has so far offered little more than vague promises to pursue a "flexible approach" to the Common Agricultural Policy, which will be spelt out in more detail before the end of the year.

Tuesday's meeting of the council provided clear signs that many countries would like to water down key aspects of the commission's package.

These were contained in a draft "political statement", which ruled out any "separate undertaking" on export subsidies and implied a more restrictive import regime for EC imports of cereal substitutes.

These points go to the heart of a bitter battle played out two weeks ago in Brussels between Mr Ray MacSharry, the EC's farm commissioner, and Mr Franz Andriessen, the more liberally inclined external relations commissioner who is in overall charge of the Uruguay Round negotiations.

They also throw down a challenge to EC trade ministers, who will ultimately endorse the EC negotiating position on this and other matters. Relations between the Andriessen and MacSharry camps were described by one EC insider as "tense". But despite hours of "animated discussion" at yesterday's commission meeting, it was understood that no serious attempt had been made to revise the original Brussels package.

Mr MacSharry's official spokesman denied reports that he had put his own name to the council's draft statement on Tuesday. The commissioners are thought to have recognised that Mr MacSharry may need some "flexibility" when EC farm ministers resume their deliberations in Luxembourg tomorrow. Whether any changes would have to be ratified by the full commission, or just approved by Mr Andriessen and Mr Jacques Delors, commission president, was not clear last night.

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In the next year or so, there will be scenes in German courts reminiscent of the trial of the knave who stole the tarts in Alice in Wonderland.

Some of the dismantling has been the result of names disclosed by spymasters who have now lost their jobs in eastern Germany. Some Stasi operations appear to be continuing, financed by remote control through hidden bank accounts, even though both the men and the political liaison officer behind them have disappeared.

Others spied in high places have preferred to make a clean break of their activities in the hope of lenient sentences.

Mr Klaus Kuron, the counter-espionage chief of the Bundesamt für Verfassungsschutz (BfV), Germany's Cologne-based domestic intelligence agency, comes into the latter category.

His confession to having worked for East Berlin for eight years, passing on details of the BfV's counter-espionage operations against Stasi operators, certainly has caused embarrassment.

But his crime is hardly comparable with that of Mr Günter Guillaume, the "spy in the Chancellery", whose uncovering in 1974 caused the resignation of Chancellor Willy Brandt. Nor can it be put in the same class as the defection in 1985 of Mr Hans-Joachim Tiede, the BfV's chief spy catcher.

Mr Tiede, now in the Soviet Union to flee reunification, was heavily in debt and had serious drinking problems.

Mr Tiede further upset local Palestinians - who want the two issues to be linked - when he told a court in a rehabilition centre in the West Bank town of Beit Jalla that "The PLO have made a big mistake. They are finding excuses for the occupation of Kuwait. That is not a good idea. It does after one's opinion."

Meanwhile, American fears of a possible linkage between Israeli actions in Jerusalem and Iraq's in Kuwait delayed plans for a UN resolution requiring Iraq to make reparation for damage and looting by the occupying forces.

A western member said yesterday that an eventual resolution would seek compensation from now-frozen Iraqi assets abroad, but should not be seen as punitive reparations.

Although the latter seemed to be the intention of Mrs Margaret Thatcher, the British

prime minister, when she initiated the idea in New York last month.

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### Indian coalition split threatens government

By David Housego in New Delhi

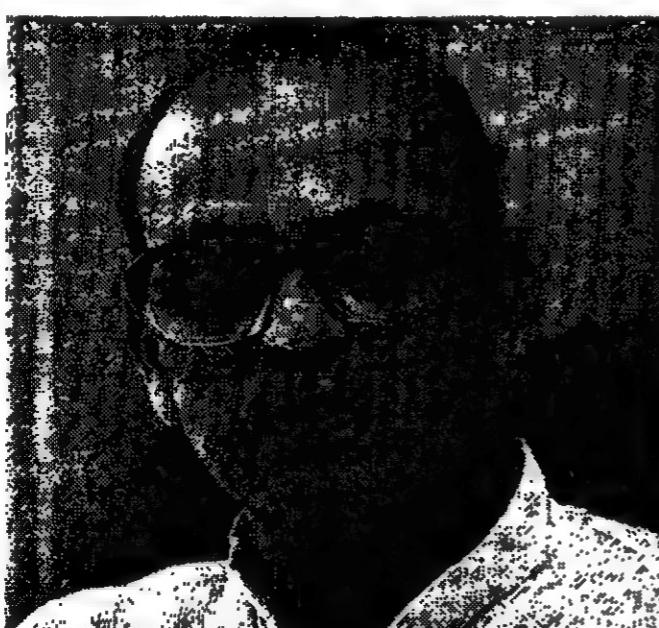
THE GOVERNMENT of Mr V.P. Singh, the Indian prime minister, was in danger of collapse last night after the radical Hindu Bharatiya Janata party (BJP) threatened to withdraw its support.

In a strongly worded statement, the BJP said it would abandon Mr Singh if the government tried to prevent Hindu fundamentalists from constructing a temple at Ayodhya, in the northern state of Uttar Pradesh, on a site now occupied by a mosque.

The issue has been an important point of disagreement within the ruling coalition since last year's election, when it also contributed to the defeat of Mr Rajiv Gandhi's Congress party.

Hindu militants plan to begin construction at a ceremony on October 30, coinciding with a huge Hindu pilgrimage at Ayodhya, the reputed birthplace of the god Ram.

The BJP also said that it would withdraw support if the government tried to ban a pilgrimage procession - a Hindu fundamentalist campaign led by Mr L.K. Advani, the BJP leader, to mobilise support for building the temple. Mr Advani has been making a journey across India to press his case.



Premier V.P. Singh: under threat from Hindu fundamentalists

About 90,000 paramilitary forces are being stationed at Ayodhya to prevent construction.

In a parliament of 543 seats, Mr Singh's National Front depends for its survival on the

BJP, which holds 23 seats. Mr Singh's own northern-based Janata Dal party has only 141 MPs - of whom 23 recently demanded his resignation.

Observers last night believed that the BJP was warning the end of Mr Singh's government, which has plunged from crisis to crisis in the year that it has been in power.

If the BJP carries through its threat, as now seems possible, the president could call on Mr Gandhi to attempt to form a government. Alternatively he could dissolve parliament, paving the way for new elections.

In choosing to break with the government over the issue of Hindu nationalism, as symbolised by Ayodhya, the BJP has clearly been encouraged by the crowd that have followed Mr Advani's procession. Its progress has taken on the character of an election campaign.

At the Congress party yesterday resumed control over the southern state of Karnataka after an interlude of eight days during which it was administered directly from New Delhi, David Housego writes.

The interlude was caused by a row within Congress over the resignation of its chief minister in Karnataka and has damaged both Mr Singh and Mr Gandhi.

### Hurd's peace mission to Israel founders

Continued from Page 1

Mr Hurd stressed that Israel should "accept the UN mission and soften its policy towards the Palestinians. He was also at pains to deny linkage between Israel's recognition of Kuwait and the Israeli occupation.

In a bizarre moment, a court official asked the chairman of the jury about the voting and then sat down. He had forgotten to ask what the verdicts were.

Embarrassed, he stood up again and asked the foreman for the answer.

Defense counsel were last night discussing the possibility of lodging an appeal this morning when the court reserved for sentence to be passed.

Prosecution counsel are expected to ask that Mr Li should be ordered to repay the total of almost HK\$876,000 profit he made on the share allocations involved.

Western diplomats said that

even without government co-operation, the mission could not succeed. Palestinian leaders, human rights groups and other non-governmental representatives have received a substantial account of the October 9 incident. Mr Pérez de Cuellar said he thought Israel might also be prepared to share the conclusions of its own enquiry. "I think that would be in their interest," he said.

Virtually all the members, including the US, were said to feel that Mr Pérez de Cuellar should send the mission, whose report would provide the basis for the "findings and conclusions" which the Council has asked him to deliver by the end of October.

The secretary general said he had yet to hear from Israel about the facilities that would be extended to his mission.

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## INTERNATIONAL COMPANIES AND FINANCE

## United Technologies rises 22% helped by disposals

By Martin Dickson in New York

**UNITED TECHNOLOGIES**, the aerospace, automotive and building products group, yesterday announced a 22 per cent increase in third-quarter net income, helped by a gain on the sale of two Italian automotive companies.

Net income rose to \$223.6m from \$196.7m in the same period last year, including a \$4.5m pre-tax gain on the sale of the Alavia and Astra automotive companies, while revenues totalled \$5.3bn up from \$4.8bn. Earnings per share, fully diluted, were \$1.78 against \$1.39. The company said that

excluding the Italian sale, earnings in the quarter rose by 7.5 per cent.

Mr Robert Daniell, chief executive, said operating results were strong in all segments and had been particularly pleased with the performance in the light of the poor domestic economic environment and the weakness in the car and housing markets.

The company's flight systems unit, which includes the Sikorsky helicopter performance at Carrier was more than offset by the weak North American housing market. Results from Otis were also lower, mainly because of the economic upheavals in Brazil.

### US bank disappoints with \$77m net income

By Martin Dickson

**MANUFACTURERS Hanover**, the New York money-centre bank, reported third-quarter net income of only \$77m, below analysts' expectations.

The figure compared with a net loss of \$750m in the second half of 1989, but that was due to a one-off \$950m addition to reserves against Third World debt. Earnings per share in the latest quarter were 89 cents, against a loss of \$1.46.

Wall Street had been forecasting earnings per share of about \$1.25. Mr James McDermott, an analyst at Keefe Bruyette, said the bank's provisions had been larger than expected.

The bank's provision for possible credit losses was \$115m, compared to \$70m (excluding the Third World loan addition) in the period last year.

The bank said the results reflected "an extremely difficult operating climate", with lower revenues and a slight increase in non-interest expense, as well as the higher provision.

Non-performing loans, apart from those to the Third World, were \$855m, up from \$815m at June 30.

Net write-offs, apart from to the Third World, were \$30m against \$74m a year ago. The results included a \$21m net gain on the sale of an office building in London.

• Wells Fargo, one of the leading banks on the economically more buoyant west coast, announced third-quarter net income of \$162.8m, up 6 per cent from the \$153.7m reported a year ago. Earnings per share were 7 per cent ahead at \$3.03.

The bank said earnings were helped by an increase in net interest income, due mainly to an increase in loans and lower funding costs. This was partially offset by higher non-interest expenses.

The provision for loan losses was \$75m, the same as in the second quarter and below the \$22m in the year-ago period.

• The Federal National Mortgage Association (Fannie Mae), the biggest US provider of residential mortgage funds, yesterday said it would increase its quarterly dividend on common stock to 12 cents a share from 11 cents. Karen Zagor reports.

The dividend will be payable on November 26 to shareholders recorded as of the close of business on October 31.

He said the company continued to make "excellent progress" in cutting inventory and control costs.

Investments as of September 30 had declined to about \$78m, down from \$104m at the end of July.

BURGER KING to shed 300 staff

By Nikki Tait

**BURGER KING**, the fast food chain owned by the UK's Grand Metropolitan, is reducing its non-restaurant staff number by about 25 per cent.

About 300 US employees will be made redundant. The job losses range from low-level administrative positions to senior posts.

Burger King said the cutbacks followed a review of the business, with the help of outside consultants. Some seven of its 18 regional offices will be closed.

## Leading US regional banks confirm depressing trend

By Alan Friedman in New York

THIRD-quarter results from three leading regional groups yesterday confirmed the depressing trend in US banking.

NCNB, the south-eastern regional bank that has been hit by the weakening commercial real estate market, yesterday disclosed a 60 per cent tumble in its third-quarter net, to \$37m, or 51 cents a share.

The performance of NCNB is a good measure of the region's economy as it has more than 900 banking offices in seven states.

The Charlotte, North Carolina-based NCNB had prepared the market for its sharp decline by making a forecast last month.

Wall Street nonetheless marked the company's share price ½ point lower at midday yesterday, to \$20.25 – this represents a drop of 15 per cent in the share price since its prediction in September.

Fleet/Norstar, the north-eastern regional bank also hit by the real estate crisis, said its third-quarter net was down by

60 per cent as well, to \$38.5m or 33 cents a share.

Fleet/Norstar, with 1,000 offices in 40 states, has done little better than to break even for the first nine months of 1990 (its actual nine-month net was less than half a million dollars), against a 1989 net profit of \$275m for the same period.

Continental Bank, the Chicago institution that was restructured at a cost of \$1bn by US regulators in 1984, yesterday disclosed a 34.5 per cent drop in its third-quarter net profit, to \$40m.

The third-quarter result, coming after a break-even result for the first six months of 1990, meant that Continental's nine-month performance is the same as its third-quarter profit of \$40m, which compares with a 1989 result of \$205m in net earnings for the same period.

Mr Hugh McColl, NCNB chairman, said the bank's earnings "reflect the difficult operating environment facing banks today".

He added that continuing

## Philip Morris climbs to \$937m

By Martin Dickson in New York

**PHILIP MORRIS**, the US food, drink and tobacco group which recently bought Jacobs Suchard of Switzerland for \$4.1bn, yesterday reported a 25.3 per cent increase in third-quarter net income, with strong advances in all its divisions.

Net earnings totalled \$837m compared with \$748m in the same period of last year, while earnings per share were up 24.7 per cent at \$1.01 compared with 81 cents. Operating revenues were up 15.6 per cent at \$2.5bn.

The results, broadly in line

with Wall Street's expectations, were the first to include a contribution from Jacobs Suchard, which many analysts think may be mildly dilutive to earnings in the short-run but will give the company a strong strategic boost over the longer term.

Kraft General Foods, which includes Jacobs Suchard, had a 24 per cent advance in operating income on revenues up 16.4 per cent. Miller Brewing, the beer manufacturer, saw a 31.6 per cent jump in operating income on volume up 2.3 per cent and operating revenues up 5 per cent.

For the first nine months of the year, operating revenues were \$36.9bn, up 11.6 per cent, with net earnings advancing 27.7 per cent to \$2.7bn.

## Bristol Myers posts 21% surge in quarter

By Alan Friedman

**BRISTOL-MYERS Squibb**, the world's second largest drugs company created after an \$11.5bn merger last year, yesterday reported a 21 per cent rise in third-quarter net earnings to \$465m, or 94 cents a share.

The profits growth was struck on third-quarter sales that increased by 13 per cent to \$2.6bn. For the combined first nine months of 1990 the company's net income was up by 20 per cent to \$1.3bn, or \$1.34 a share on 11 per cent higher sales of \$7.6bn.

Mr Richard Gelb, chairman and chief executive, said growth in non-US sales (of 20 per cent) far outstripped the rise in domestic revenues of 9 per cent.

He added that sales for the pharmaceuticals business were especially strong, increasing by 23 per cent in the third quarter and 18 per cent for the nine-month period.

Exchange rate fluctuations during the third quarter also had a favourable effect on sales, amounting to a paper gain of about 3 per cent.

Wall Street reacted to the results yesterday morning by marking the company's share price 1% higher to \$83%.

## Bear Stearns slips 18.5% to \$18m

By Alan Friedman

**BEAR STEARNS**, the Wall Street securities house, yesterday unveiled an 18.5 per cent slide in net income for its fiscal quarter to \$1.8m, or 17 cents a share.

On the New York Stock Exchange, where expectations of sluggish results from the securities industry are already discounted, the company's shares were marked 1% point down to \$85%.

Mr Alan Greenberg, chairman of Bear Stearns, argued yesterday that the results "reflect the earnings ability of the company in a very, very difficult environment".

The brokerage house's gross revenues for the quarter were down to \$551.5m compared with \$654.4m in the same period last year.

Bear Stearns said results were helped by strong performances in the mortgage and government bond trading areas and the sale of an investment in a small company.

But depressed retail sales and uncertain markets had a negative impact on commissions, net interest income and risk arbitrage revenues.

## MCI turns in \$176m net loss

By Barbara Durr in Chicago

**MCI Communications**, the second largest US long-distance telephone network after American Telephone & Telegraph, reported a net loss in the third quarter of \$176m or 69 cents per common share, following a \$550m write-down.

The charge stemmed from the company's decision, announced this year, to accelerate plans to revamp with digital equipment. The loss compares with earnings of \$158m or 62 cents a year ago. Without the one-off charge, earnings would have been \$30m, or 71 cents per share.

Wall Street sliced \$1 off MCI's shares which fell to \$29.75 in mid-morning trading.

For the first nine months, MCI's net earnings were \$150m or 59 cents a share, on sales of \$5.67bn. This compares with earnings of \$428m or \$1.73, on sales of \$4.75bn last year.

MCI, which is seeking to sharpen its competitive edge against AT&T – which claims nearly 80 per cent of the long-distance market – accelerated its plan for digitalisation and retirement of its outmoded analogue plant and facilities from 1993 to 1991.

The decision is expected to improve the quality of MCI's lines and reduce its lease costs with Williams Telecommunications, which operates the fourth-largest fibre-optics network.

MCI's third-quarter revenues were up 20 per cent to \$2bn compared with \$1.67bn for the same quarter last year.

Revenues were boosted by MCI's acquisition of Telecom USA, formerly the fourth largest US long-distance carrier.

During the quarter, the company introduced MCI Vision, a long-distance package that aims to give small and mid-

sized businesses the same kind of services that larger companies enjoy.

Mr Bert Roberts, the company's president, said MCI Vision had become one of its fastest growing products. Another new service unveiled during the last quarter was Virtual Private Data Services, family of products expected to bring the power of super-computers to the desktop.

The company appears to be strengthening its longer term competitive position with such services and its agreement, announced during the past quarter, to acquire Overseas Telecommunications, a leading company for international digital satellite services.

MCI has also joined Merit and International Business Machines to establish a fast computer networking company, called Advanced Network and Services.

Smith Corona falls 59% amid Asian competition

By Martin Dickson

**SMITH CORONA**, the typewriter manufacturer which has been hit hard by fierce Asian competition in the US market, yesterday announced a 59 per cent drop in first-quarter net income.

The world's largest manufacturer of portable electronic typewriters, which is 48 per cent owned by Hanson of the UK, reported net income of \$6.7m or 3 cents a share, down from \$16.3m or 54 cents in the same period of last year. Sales were \$118.7m, against \$212.3m.

Smith Corona suffered a plunge in profits not long after Hanson sold a majority of the company in a public offering in July last year.

This was due to strong Asian competition and a slump in

the US typewriter market. The first quarter is one of the company's most important for earnings, since it covers the "back to school" spending period in August and September.

Mr Lee Thompson, chairman, said they had expected the domestic consumer market to continue to be soft during the first quarter, but added that revenues "have exceeded our plan". In addition, international revenues had continued to grow.

He said the company continued to make "excellent progress" in cutting inventory and control costs.

Investments as of September 30 had declined to about \$78m, down from \$104m at the end of July.

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Smith Corona's net loss for the quarter ended 30 September

## INTERNATIONAL COMPANIES AND FINANCE

# Severn Trent unlikely to pursue £78m Caird bid

By Andrew Bolger in London

**SEVERN TRENT**, one of the largest of Britain's recently privatised water companies, seems unlikely to proceed with its 100p a share offer for Caird Group - even though the UK waste disposal company yesterday reluctantly recommended its shareholders to accept.

The market clearly believed the 278m (£150m) bid was unlikely to proceed, with Caird shares falling by 25p to 70p after its recommendation was published. Severn Trent shares closed down 2p at 184p.

Severn Trent launched its bid last month after Caird had shocked the City with annual results well below expectations. Caird's share price, which peaked at 234p in July, quickly collapsed to 65p. Sev-

ern Trent was soon able to buy enough shares in the market to raise its stake to 29.98 per cent.

When Caird published its annual results on September 4, it forecast that it would make pretax profits of 22.5m in the 18 months to December 31. Severn Trent made it a condition of its bid that Caird repeat the forecast.

Yesterday Caird not only failed to meet that condition, but failed to do so with a document which raised serious questions about the management and financial controls of the group.

Caird said yesterday it now expected to make only 27.15m in the 18-month period to the end of this year. Caird also Analysis, Page 24

# Hanwa hit by portfolio losses

By Stefan Wagstyl in Tokyo

**HANWA**, a steel trading company which turned itself into one of the most aggressive investors in financial markets in the 1980s, confirmed yesterday that it had suffered book losses of 22.5m (£15m) on its securities portfolio.

The losses, recorded when the company closed its accounts for the six-month period ending September 30, reflect this year's fall in the prices of Japanese bonds and equities. Hanwa's holdings include a large proportion of bank shares, which have been hit particularly badly.

However, the company said it was not in financial trouble. It expects to make a net profit for the period some 30 to 40 per cent lower than for the same

months last year, when it reported Y13.2bn. This is because the bulk of the book losses will not be realised - the shares will stay in the company's portfolio.

Hanwa's main bank is Sumitomo Bank, which is currently having to deal with problems at Nomura, a trading company which borrowed heavily from Sumitomo to invest in property.

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## Kvaerner expects to improve profits

**KVAERNER**, the Norwegian engineering and offshore group, expects to improve profits this year after a sharp rise in eight-month earnings, writes Our Financial Staff.

Profits before extraordinary items rose from Nkr17.7m (\$30.1m) to Nkr83.6m for the eight months to August 1990. Profits for 1989 were Nkr71.9m. Eight-month turnover was Nkr7.88m against Nkr4.46m.

## Alcatel arms in merger

**LESS THAN** two weeks after Fiat and Compagnie Générale d'Électricité (CGE) announced a link, Alcatel Cavi, the telecommunications subsidiary, is further raising its profile in the Italian telecommunications industry, writes Hug Simonin in Milan.

Manuli Cavi, one of Italy's leading cables groups, which is wholly-owned by Alcatel, is merging with Fulgorav, a

another domestic cables producer controlled by the Alcatel group. The new entity, to be called Alcatel Cavi, will take over Manuli Cavi's stock exchange listing from January. Together, the two companies will have total sales of L410m (\$822m), 1,900 employees and eight factories in Italy.

The merger is designed to reinforce the group's standing in the Italian market. The government considers him a special case because he was an Australian citizen when the assets were acquired.

## MIDLAND BANK PLC

**Re: US \$750,000,000  
US \$500,000,000  
Undated Floating Rate Primary Capital Notes  
and US \$300,000,000  
Undated Floating Rate Primary Capital Notes (Series 3)**

Under the federal income tax laws of the United States of America, the interest payable with respect to the above-referenced Notes in definitive form is generally subject to information reporting requirements if paid to a payee who has an address within the United States (as defined below). However, these United States information reporting requirements do not currently apply in cases in which a payee is known to a Paying Agent as being a corporation or as being a person who is not a United States person (as defined below), and in such cases Coupons with respect to the Notes will be honoured without inquiry or certification as to the identity of the payee. In this context the Paying Agents are not currently required to make any inquiry or demand any certification as to the identity of the owners of Coupons presented on behalf of either the Euroclear System or CEDEL S.A.

NOTICE IS HEREBY GIVEN that in all cases other than those in which the payee is known to the Paying Agents as a corporation or as a non-United States person, the Paying Agents will, pursuant to Condition 6 of the Notes and before making payment, inquire as to the address of the payee and require each payee providing an address within the United States to complete a United States Internal Revenue Service Form W-9, which includes his name, address, and United States taxpayer identification number.

For the purposes of this notice, "United States" means the fifty states and the District of Columbia, and "United States person" means an individual who is a citizen or resident of the United States, a corporation or partnership created or organised in the United States or under the law of the United States or of any state or territory, and an estate or a trust that is subject to United States federal income tax without regard to the source of its income.

J R Stiles  
Group Company Secretary

**Notice to the Holders  
of  
Caisse Nationale des Télécommunications**  
Yen 20,000,000,000 7% per cent. Bonds 1985/1995  
repayable in US\$ unconditionally guaranteed by the  
Republic of France

Please take note that the wording of Condition 7(c) of the terms and conditions of the bonds should be interpreted as follows:

"(c) In the event that CNT shall be required pursuant to sub-paragraph (b) above to pay additional amounts as are therein referred to, CNT may at any time, on giving not more than forty-five (45) nor less than thirty (30) days' notice thereof in accordance with the provisions of paragraph 12 below, redeem all, but not some only, of the Bonds then outstanding at their principal amount (being U.S. \$522,000 per Yen 100,000,000 Bond) in Dollars (the "Accelerated Redemption Price"), plus accrued interest in Yen to the actual date of redemption".

Daiwa Europa N.V.  
as Fiscal Agent

**PETROLES MEXICANOS**  
US\$25,000,000 FLOATING RATE NOTES DUE 1997  
In accordance with the provisions of the Notes, notice is hereby given that the rate of interest for the period 17 October 1990 to 17 April 1991 has been set at 3 1/4% per annum. Interest payable on the interest payment date, 17 April 1991, against coupon no 20 will be US\$214.25 per US\$1,000 note.

CHOCHEMEX  
Agent Bank

## Chance for Maxwell to control Bell newspaper

By Kevin Brown in Sydney

**BELL GROUP** yesterday announced plans for a restructuring of its media subsidiary which could allow Mr Robert Maxwell, the UK newspaper publisher, to take a controlling interest in the West Australian newspaper.

Bell, which is 70 per cent owned by Bond Corporation Holdings, said it was offering a controlling stake in the newspaper to "a very select number" of potential purchasers, including Mr Maxwell.

The announcement raises the possibility of a further clash between Mr Maxwell and Mr Paul Keating, the Australian Treasurer (finance minister) who has indicated he will oppose any attempt by Mr Maxwell to enter the Australian newspaper industry.

Mr Maxwell bought 14.9 per cent of Bell this year, and later offered to buy 49 per cent of the West Australian from Bell.

The deal did not go ahead after opposition from Mr Keating, but has never been formally withdrawn.

The Treasurer indicated that Mr Maxwell's bid would be blocked under Australia's foreign investment regulations, which allow the government to veto the acquisition by a foreigner of more than 14.9 per cent of an Australian company.

An earlier attempt by Mr Maxwell to buy The Age, the Melbourne daily newspaper, from the Fairfax group was also opposed by the government, and was not pursued by Fairfax.

The West Australian is a profitable Perth-based newspaper with a monopoly of daily circulation in Western Australia since the closure of the Perth Daily News this year.

Mr Maxwell is thought to want the West Australian to strengthen his hand against Mr Murdoch, his chief rival in the UK. Mr Murdoch, a US citizen, controls 69 per cent of Australian daily newspaper circulation through News Corporation, his Australian master company. The government considers him a special case because he was an Australian citizen when the assets were acquired.

## Quiet revolution at Banco Exterior

Peter Bruce on the person who transformed an ailing bank's fortunes

**Y**ou have to excuse Mr Francisco Luzon for being so pleased with himself. He may have good reason to be.

On November 30 1988, Mr Luzon became president of Spain's sixth largest bank, Banco Exterior de España, an event eclipsed by the tumult of mergers, takeovers and scandals in the rest of the industry. It has taken near-war in the Gulf to bring what amounts to a minor revolution at Exterior into sharp focus.

While Spanish bank shares in general have tumbled about 30 per cent on average since August 2, Exterior's stock has barely budged.

Brokers say this is because Exterior trades, or orchestrates trading, in its stock to support prices.

The bank says the 20,000 new shareholders it has attracted through equity issues in the last two years have kept institutional investors at bay and share prices steady.

Exterior's recent profits performance has been impressive. Net profits last year rose 64.5 per cent to Pta12.4bn (\$130.6m). For the first six months of this year, the net figure was up 50 per cent on 1988, at Pta7.5bn. Nine-month results, to be published today, will probably show more growth.

The bank's return on assets, an embarrassingly low 0.35 per cent in 1988, could reach 1 per cent this year, just as the sector average, 1.25 per cent, is starting to rise. Yesterday Exterior said it would pay a Pta7.25 dividend for 1990, 20.8 per cent up on last year.

Two years ago, Banco Exterior was one of the truly grey institutions in the country.

Controlled by the state (which still has a 60.5 per cent share), BE's principle business, the provision of export credit, was losing money and, says Mr Luzon, "our staff had an enormous inferiority complex".

However, Mr Luzon came to Exterior after 16 years with Banco de Vizcaya which, under the late Mr Pedro Toledo, had a reputation for producing independent, creative bankers.



Francisco Luzon: "our profits can now grow much quicker"

Following the merger of Banco de Bilbao with Vizcaya in 1988, Mr Luzon left to run Exterior.

And since Mr Toledo's untimely death a year later, about 60 senior Vizcaya managers have fled BBV to join Exterior. "Most of them came here at lower salaries," he says.

Staff motivation has been crucial to his plans to reposition the bank in the market and retreat from non-obligatory export credit. He says 60 per cent of his 470 or so branch managers are new. He has won 50,000 new retail account holders this year and, he says, export credits now account for just a quarter of the bank's loan portfolio, compared with 50 per cent when he arrived.

Two things helped: Spain's exports have tailed off, but more importantly, Banco Santander last year broke with tradition and launched Spain's first high interest-bearing current account. It was hugely popular.

Exterior, to everyone's surprise, was one of the first to copy the idea.

The new "super" account,

Mr Luzon claims, has elicited the branches, dragging staff into the frontline of a big sales drive for retail custom. New clients have, since the beginning of this year, placed

Pta12.6bn in the accounts, half of it new money.

Other banks can boast higher numbers, but the point at Exterior is psychological. Mr Luzon has been lucky. Exterior had no disposable assets so he has had to directly address the core banking business. He has also diverted the bank's large external network into more foreign investment and corporate banking, and set up dozens of motivational committees to deal with profitability, efficiency, customer service and computerisation, among others.

Timing has also helped Mr Luzon. He arrived at Exterior towards the end of a five-year restructuring of the balance sheet. This year, he was able to complete the process. However, pensions still have to be fully provided for and, says one Madrid broker, "we have to wait at least two more years to see whether the overall restructuring has worked".

The diversion of more than 70 per cent of annual cash-flow to provisions and reserves is over. "Our profits can now grow much quicker," says Mr Luzon.

Being state-controlled means markets are often cynical about success and, as the Spanish economy comes off the boil, life will get a little tougher for Mr Luzon. But he, at least, thinks the hard work has been done.

## MAN division to expand

By Kevin Done, Motor Industry Correspondent

**MAN Nutzfahrzeuge**, the commercial vehicles subsidiary of German engineering group MAN, is planning to expand its European medium and heavy truck production capacity by almost 30 per cent by the end of 1992.

The company has transferred part of the assembly of its M90 medium-weight trucks to its Austrian Steyr operations from Germany, and is planning to assemble about 2,000 MAN trucks in Austria in the year ending June 1992.

He said the demand for paper and cartons remained good in western Europe, except in Britain, but the market for pulp had weakened with diminished global demand leading to low production volumes and overcapacity.

The company's earnings in pulp sales in its MoDo Cell Kraft division fell to SKr1.88bn compared to SKr1.065bn.

increase the total Steyr assembly capacity (including Steyr trucks) to 6,600 a year.

Following additional investment and the introduction of a second shift, the Steyr capacity could be increased to 10,000 a year by the end of 1992, said Mr Lechle.

Overall, the group's capacity for producing medium and heavy trucks would be increased to 32,000 a year by the end of 1992, from 27,000 at present and 28,000 at the end of this year.

Capital investment was being increased significantly to a total of more than DM62m (566.2m) in the two years 1990-91 and 1991-92, said Mr Lechle.

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S.p.A. - Registered Office in Milan at Foro Buonaparte, 31  
Share Capital Lit. 2,704,621,524,000 fully paid in Court of Milan  
Register of Companies no. 355 Tax Identification no. 00809840150

#### NOTICE OF SHAREHOLDERS MEETING

Shareholders of Montedison S.p.A. are hereby convened to attend an extraordinary General meeting of Shareholders to be held at Foro Buonaparte, 31, Milano on November 7, 1990 at 10:00 a.m. (first call), and if needed, on November 8 and 9, 1990 (second and third call, respectively), at the same time and place, in order to discuss and vote upon the following items on the agenda:

- 1- Merger of Montedison S.p.A. with and into Ferruzzi Agricola Finanziaria S.p.A. on the basis of their respective balance sheets as at March 31, 1990, with the cancellation without replacement of Montedison S.p.A. shares held by Ferruzzi Agricola Finanziaria on the date of stipulation of the deed of merger and the exchange of Montedison shares held by third parties for newly issued Ferruzzi Agricola Finanziaria shares, par value Lit. 1,000, in the ratio of:  
  - one Ferruzzi Agricola Finanziaria ordinary share for each one Montedison ordinary share, each of par value Lit. 1,000 per share;
  - one non-convertible Ferruzzi Agricola Finanziaria savings share, having the same rights as the share for which it is to be exchanged, for each one Montedison non-convertible savings share, each of par value Lit. 1,000 per share

- 2- Resolutions relating to and required by the foregoing resolution; grant of authority to execute the foregoing resolution.

Shareholders are entitled to attend the General Meeting if, at least five days prior to the Meeting, they have deposited their share certificates at the Company's registered office or at one of the following financial institutions:

#### Authorized institutions:

In Italy:  
Monte Titoli (for certificates deposited with the same), Credito Italiano, Banca Commerciale Italiana, Banco di Roma, Banca Nazionale del Lavoro, Banco di Napoli, Banco di Sicilia, Istituto Bancario San Paolo di Torino, Monte dei Paschi di Siena, Banco Ambrosiano Veneto, Banca Credito Agrario Bresciano, Banca di Legnano, Banca Manisur & C., Banca Mercantile Italiana, Banca Nazionale dell'Agricoltura, Banca Popolare di Bergamo, Banca Popolare di Milano, Banca Popolare di Novara, Banca Popolare di Sondrio, Banca Provinciale Lombarda, Banca Toscana, Banco di Chiavari e della Riviera Ligure, Banco di Santo Spirito, Banco Lariano, Cassa di Risparmio delle Province Lombarde, Cassa di Risparmio di Roma, Cassa di Risparmio di Torino, Credito Commerciale, Credito Emiliano, Credito Lombardo, Credito Romagnolo, Credito Varesino, Istituto Bancario Italiano, Istituto Centrale di Banche e Banchieri e Banche sue Associate, Istituto di Credito delle Casse di Risparmio Italiane "I.C.C.R.I." on behalf of Casse di Risparmio Associate.

Abroad (institutions authorized by Italian banks as provided by law)

In Switzerland:  
Societe de Banque Suisse - Basel and Zurich, Crédit Suisse - Zurich, Union de Banques Suisses - Zurich, Hentsch & Cie. - Geneva, Banca delle Svizzera Italiana - Lugano, Banco di Roma per la Svizzera - Lugano.

In France:  
Banque Nationale de Paris, Crédit Lyonnais, Banque Indosuez, Banque Louis Dreyfus - Paris.

In Great Britain:  
Hambros Bank Ltd., Morgan Guaranty Trust Co. - London.

In Belgium:  
Banque Bruxelles Lambert, Kredietbank, Générale Bank - Bruxelles.

In West Germany:  
Deutsche Bank, Dresdner Bank, Berliner Handels- und Frankfurter Bank - Frankfurt a/M.

In The Netherlands:  
Amsterdam Rotterdam Bank N.V. - Amsterdam and Rotterdam.

for the Board of Directors  
Chairman  
Paul Gardini

THE MATERIALS FOR THE MEETING ARE AVAILABLE, UPON REQUEST, FROM THE FOLLOWING LOCATIONS:  
 • MONTEDISON S.p.A., Foro Buonaparte, 31, 20121 Milano (Italy) Attn. Mr. G.C. Scaramelli (tel. 2.8270.5061)  
 • MONTEDISON U.K. Ltd., Enlinton House, 111, Upper Richmond Road, Putney - London SW15 2TJ (U.K.) (tel. 81.780.2870)

#### PROCEDURES TO BE FOLLOWED BY FOREIGN SHAREHOLDERS:

(a) Shareholders wishing to attend  
must request in writing or by telex that the bank where their shares are deposited issue an admission ticket, if that bank is one of Montedison's above-listed depositary banks; If the bank where their shares are deposited is not one of Montedison's depositary banks, they must request the bank to contact one of the depositary banks so that an admission ticket can be issued. All admission tickets must be issued at least five days before the General Meeting.

(b) Shareholders wishing to vote by proxy  
may appoint a proxy only after depositing their shares and receiving the admission ticket in accordance with the procedures described in (a), above. Proxies are to be in writing and cannot be issued to banks, members of the Board of Directors, statutory auditors and employees of Montedison and its subsidiaries.

Please note: Shareholders may contact the foreign branches of the above-listed Italian depositary banks to expedite these procedures.

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## INTERNATIONAL CAPITAL MARKETS

**Yen's rise against dollar boosts Japanese bonds**

By Deborah Hargreaves in London and Karen Zagor in New York

**IT WAS** a hectic day for the Japanese government bond market yesterday as prices rose to their highest levels since early August.

The buoyant session is the fourth consecutive day of increasing prices in the Japanese market as the yen rose to a stronger value against the US dollar.

At Y125 to the dollar, the yen has reached its highest level since January last year and has pulled government bonds from its wake. The market has broken through the psychological 8 per cent mark in yield for the 119 benchmark bond and yesterday closed at Y126.79 on a yield of 7.8 per cent.

In Tokyo, the December futures contract rose to a level of 91 from Tuesday's close of 90.30 on a heavy day's turnover of 80,361 lots.

A short-covering continued in the London market amid hectic trading, yields fell further from the Tokyo close.

**GOVERNMENT BONDS**

However, there is a limit to how far yields can fall in the London market before hitting buy orders which are set in the market by Tokyo players.

US Treasuries traded in a narrowly mixed range yesterday as prices came under pressure from unexpected strength in September's industrial production data.

Volume was light, and players expect thin trading to persist until a budget is passed by congress.

In late trading, the treasury's bellwether 30-year bond was quoted a higher at 98 for a yield of 8.88 per cent after opening on a soft note. Shorter-

**BENCHMARK GOVERNMENT BONDS**

	Coupon	Red Date	Price	Change	Yield	Week ago	Month ago
UK GILTS	12.500	08/02	102.25	-	11.81	11.79	12.53
	9.000	03/03	98.01	+0.02	11.48	11.34	11.81
	9.000	07/03	98.12	+0.02	11.01	10.87	11.18
US TREASURY *	8.750	08/00	100.00	+0.02	8.74	8.85	8.89
	8.750	08/20	98.12	+0.02	8.86	9.00	9.04
JAPAN	No 119 4.800	6/69	84.4514	+0.73	7.80	8.17	8.54
	No 120 5.400	03/00	93.9251	+0.73	7.50	7.85	8.16
GERMANY	8.500	08/00	96.5000	+0.10	9.05	9.10	9.04
FRANCE STAN	9.000	11/95	95.3385	+0.07	10.21	10.32	10.35
DAT	8.500	03/00	89.1900	+0.10	10.22	10.50	10.48
CANADA *	10.500	07/00	95.2500	0.40	11.92	11.42	10.82
NETHERLANDS	8.000	10/00	92.5500	+0.04	9.21	9.21	9.20
AUSTRALIA	13.000	07/00	97.9007	-0.03	13.38	13.54	13.57

London close. \*Denotes New York close. Prices: US, UK in £2nds, others in decimal. Yield: Local market standard. Technical Data: ATLAS Price Source

dated maturities were unchanged at 1.1 per cent.

The release of housing data for September presented a mixed picture to the market. Although all the signs pointed to continued weakness in the economy, the 0.6 per cent fall in housing starts was less dramatic than analysts had expected, while the 4.2 per cent fall in building permits was sharper than anticipated.

August's housing starts were revised to show a decline of 1 per cent from a previously-announced fall of 1.7 per cent, while building permits were revised down 3 per cent from a decline of 4.3 per cent.

Furthermore, industrial production increased 0.2 per cent in September, following a gain of 0.1 per cent in August, indicating that the economy might not be as soft as thought.

The dollar rose marginally in reaction to the September housing starts and industrial production data. The recovery, however, was short-lived and by mid-session the dollar was quoted at Y126.50 in late trading it had slid to Y125.35, coming

in IN GERMANY, prices were fixed slightly higher in a day of thin trading which was dominated by technical activity.

The price of the 9 per cent 10-year bond was fixed 20 pence higher at 100.06 to yield 8.89 per cent following Tues-

day's level of 99.93 which gave a yield of 9.01 per cent.

Mr Grabb said Jardine would remain a member of the Australian Stock Exchange and would try to expand its broking services in Asian securities to Australian clients.

Other firms which have rationalised operations this year include ANZ McCaughey and the State Bank of New South Wales. Several firms have closed, including A.C. Goode, formerly a subsidiary of National Australia Bank, and BNZ North, formerly a subsidiary of Bank of New Zealand.

The Australian Stock Exchange warned in its annual report recently that overcapacity in the broking industry was likely to continue for some time, despite falling activity in the markets. Employment in broking organisations fell from 8,731 to 5,358 last year.

**Securities houses offer to support Taiwan market**

By John Wickenden in Taipei

TAIPEI'S hard-hit securities houses yesterday presented the Finance Ministry with a radical plan to use their own guarantees funds to pump liquidity back into the sliding stock market.

Securities houses are required to deposit guarantees funds of about \$m with the Bank of Taiwan and the Taiwan Security and Exchange Commission.

The funds are kept in the form of cash and bonds to provide operating liquidity, cover for stock purchase defaults and to pay the SEC a slice of stock handling fees.

Over breakfast with Mr Wang Chien-Sien, finance minister, representatives of the Taipei Securities Dealers' Association asked to be allowed to tap these funds, which may total about \$2.5bn, into the stock market.

They proposed that the funds be pooled and managed by a special institution which would buy blue-chip stocks at low prices and invest long-term.

The ministry said Mr Wang expressed qualified approval of the idea and that the association could study it further.

**BZW arm sets up Asian funds**

BARCLAYS de Zoete Wedd Investment Management yesterday unveiled a set of seven single-country mutual funds devoted to Asian stock markets, AP-DJ reports from Hong Kong.

The funds, aimed at individual and institutional investors, are to focus on Hong Kong, Malaysia, Thailand, Indonesia, Singapore, South Korea and the Philippines.

Mr Roger Pyke, Hong Kong regional director of Barclays International Fund Managers, said the timing of the funds might not be good in marketing terms, but he argued that investors could buy into the respective markets at prices that were 20 to 30 per cent lower than before the Gulf crisis.

**Unit trust for Jakarta planned**

PT DANAREKSA, Indonesia's state underwriter, plans a \$500m unit trust which will invest in the Jakarta stock market, Reuter reports from Jakarta.

Danareksa said it would take advantage of the current downturn in the market by using fresh funds to buy shares at lower prices.

**Australian stockbroker to cut back operations**

By Kevin Brown in Sydney

JARDINE Fleming Australia Securities yesterday became the latest in a series of stockbrokers to rationalise its operations in the face of falling income and severe overcapacity in the industry.

Jardine said it was closing its loss-making research and broking services from Friday, but would continue to provide services to private clients. The two divisions employ 45 staff, but not all will lose their jobs.

Mr Christopher Grubb, managing director, said the move reflected the slowdown of the Australian economy over the past year, and the fall in revenue caused by overcapacity.

"It is simply a question of profit and loss. We are in an industry which in the past two years has been going through a few rough patches. Our view is that it is not worthwhile persevering with the services in question when we have got other things we think will work much better for us," he said.

Mr Grabb said Jardine would remain a member of the Australian Stock Exchange and would try to expand its broking services in Asian securities to Australian clients.

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All of these securities having been sold, this advertisement appears as a matter of record only.

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## UK COMPANY NEWS

## Waterford Wedgwood net loss deepens to £22.6m

By Kieran Cooke in Dublin

**WATERFORD**, manufacturers of the luxury Irish crystal ware, is to move a "substantial" part of its manufacturing operation outside Ireland.

Mr Paddy Bryne, chief executive of the Waterford Wedgwood group, announced the plan yesterday while disclosing that group net losses in the six months to June 30 had grown to £22.6m compared with £14.9m in the same period last year.

The increased losses and the decision to move some of its manufacturing operations offshore come after the 14-week strike at Waterford earlier this year.

The company, which is one of Ireland's biggest employers with a workforce of more than 2,000, plans to move a large, but unspecified amount of its production to continental Europe within five years.

The group's Wedgwood china company, based in Stoke-on-Trent, Staffordshire, made a pre-tax profit of £27m - compared with last year's profit figure in the first six months of £8m.

However, the Waterford crystal operation dragged down group figures with a divisional pre-tax loss of £14.6m compared to a loss of Irish £12.5m in the first six months of 1989.

The Creative Tableware division of the group also turned in a pre-tax loss of £250,000 compared to a profit of £2.2m in the first six months of last year.

Mr Howard Kilroy, group chairman, said that the performance in the first half of the year had been adversely affected both by a downturn in major markets and by the impact of the prolonged strike in the crystal division.

Group sales were down £25m to £145m in the first six months of the year. The group estimates that the strike had a first-half "adverse profit impact" of about £10m.

The one bright note in yesterday's figures was the substantial reduction in group debt from £145.3m to £124.9m.

This reduction follows the purchase of a 30 per cent stake in Waterford Wedgwood earlier this year by a consortium led



Tony O'Reilly: cut in debt followed consortium holding

### Polly Peck sells hotel stake in N Cyprus

By Richard Waters

**POLLY PECK** International has ended the confusion that had reigned since the start of the week by announcing yesterday that it had sold its 80 per cent stake in a hotel in Northern Cyprus to the government of the breakaway state.

Despite reports that the sale had taken place, the government of the Turkish-backed regime said on Monday that it had bought the Salamis Bay hotel from a company called Leonard Fairclough Hotels, rather than Polly Peck, which denied the sale at the time.

Yesterday, it said that agreement had been reached to sell its stake for \$12m, and that \$10m of this had been received in London last Friday - the day it met with bankers to discuss its current liquidity crisis.

The \$10m accounts for most of the cash that Mr Asil Nadir, chairman of Polly Peck and a Turkish Cypriot, was able to tell bankers he had managed to raise to get the company through to November 8, when banks next meet to consider extending overdue Polly Peck loans.

Given the spate of well-publicised problems at Waterford Wedgwood, yesterday's figures were unlikely to be anything other than dreadful - which they duly were. Optimistic investors will say that the pre-tax tax loss of £12.3m for the six month period represents the absolute rock-bottom of the company's fortunes, and thereby an opportunity to buy into the fabled Waterford and Wedgwood brands. The trouble with this argument is that there are many clouds on the horizon. For one, the post-strike rationalisation benefits at Waterford risk being offset by depressed consumer demand in the company's main markets, and currencies are likely to continue to move against the group. The balance sheet is in a much healthier state following the capital injection in May this year, with debt at £124.9m against £125.3m a year previously, but the company is unlikely to make a profit or pay a dividend before 1992. For the patient only.

The group has selected three or four possible firms in Europe which would be capable of manufacturing crystal to be sold under the Waterford label.

One, the German FX Nachtmann company, has already produced products for test marketing. Crystal division workers were last night due to

hold a mass meeting to discuss latest management moves

#### COMMENT

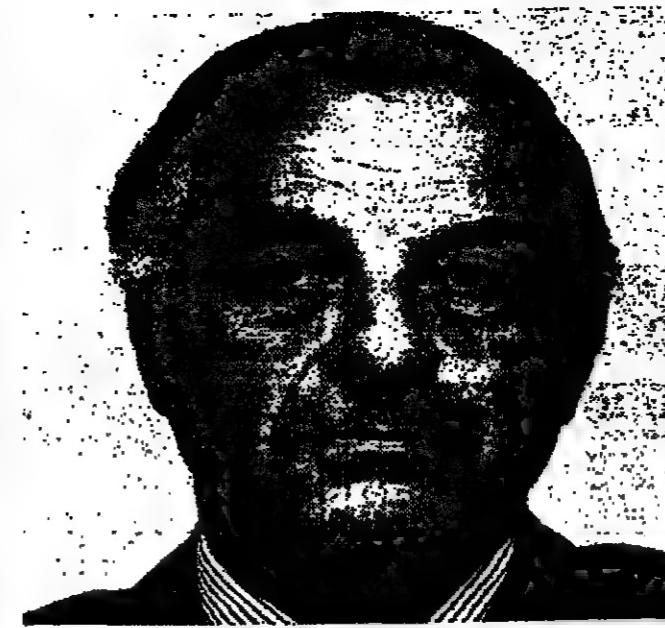
Given the spate of well-publicised problems at Waterford Wedgwood, yesterday's figures were unlikely to be anything other than dreadful - which they duly were. Optimistic investors will say that the pre-tax tax loss of £12.3m for the six month period represents the absolute rock-bottom of the company's fortunes, and thereby an opportunity to buy into the fabled Waterford and Wedgwood brands. The trouble with this argument is that there are many clouds on the horizon. For one, the post-strike rationalisation benefits at Waterford risk being offset by depressed consumer demand in the company's main markets, and currencies are likely to continue to move against the group. The balance sheet is in a much healthier state following the capital injection in May this year, with debt at £124.9m against £125.3m a year previously, but the company is unlikely to make a profit or pay a dividend before 1992. For the patient only.

The answer is that Caird's latest document was even more shocking for the City than last month's results. Having all out won the takeover battle, Mr Bellak and his colleagues must be having second and third thoughts as to whether they want the price - and if not, how do they extricate themselves from what has become an expensive and embarrassing fiasco.

When Caird published its annual results on September 4, it forecast pre-tax profits of £8.5m for the 18 months to December 31. Severn Trent made it a condition of the bid

## Severn falls foul of sitting duck

Andrew Bolger on why Caird is beginning to look less of a catch



John Bellak: keen to add higher-margin businesses

that Caird repeat the forecast

Yester

esterday Caird not only

failed to meet that condition, but failed to do so with a docu-

ment which raised serious

questions about the manage-

ment and financial controls of

the group which Mr Linacre

built up through more than 50

acquisitions after joining the

former Dundee-based property

company in 1987.

In fact Caird now expects to

make only £7.15m in the 18-

month period. It said the figure

was below last month's fore-

cast because of the elimination

of two items worth £1m from

the already published results

for the 12 months to June 30.

These were, firstly, a profit

of £700,000 arising from the

sale and leaseback of plant and

vehicles which should have

been spread over a number of

years, in accordance with nor-

mal accounting standards, and

secondly, a profit of £300,000 on

the sale of properties which

were not completed.

Caird also said it had

decided to pull out of property

development and was making

an extraordinary provision of

£1m to cover anticipated losses

and closure costs. It has made

a further provision of £1.5m to

cover closure costs and losses

of other businesses to be sold.

After these provisions and

taxation, profits attributable to

shareholders will be only

£1.5m.

The profit forecast also

includes £1.5m from the sale of

two sites to companies which

are wholly-owned subsidiaries

of a company in which Caird

has a 49 per cent stake. Caird

has guaranteed the borrowings

of these companies and it is

intended that it will have the

option to reacquire the propert

ies at accumulated cost.

Caird's auditors, KPMG Peat

Marwick McIntosh, qualified

its endorsement of the profits

forecast, saying that the £1.5m

will be treated more prop

erately as a revaluation surplus

rather than being recognised

as a profit. Caird's directors

said that they had chosen to

to show the items as a profit

because sales of the properties

had fallen since to companies

outside the group, and cash

considerations had passed.

Caird also reported on the

outcome of an independent val

uation of 24 of the 28 landf

and mineral sites which it

owns, occupies or has an

option to buy or occupy. The

valuation related to 17.6m cu m of existing and potential void space with planning permission for infill and gave them an open-market valuation of £12.1m.

Analysts said they had understood from Caird that it had a landfill reserve of 30m cu m with licences for waste disposal, and not just the planning permission referred to by the valuation.

Caird said the valuation did not include the value of profits generated by operating these sites; 35m cu m of existing and potential void space which could get planning permission for infill; or any future value in relation to the joint venture with Evered, the quarry group, apart from two sites which were counted.

Although Caird's board believed the valuation significantly understated the value of these sites and businesses to a third-party purchaser, it felt it inappropriate to adjust for the results of the valuation its statement of net tangible assets, which at June 30 were £54.1m.

One

analyst

said

of

Caird's

document:

"If

this

is a

scorched earth defence policy,

it is starting to look convincing."

Severn Trent yesterday confi

med itself to saying it was disappointed by Caird's failure to repeat its profits forecast, made only six weeks ago, and viewed with concern the nature of the disclosed extra

ordinary losses.

Mr Bellak finds himself in a

cruel dilemma. If he walks away from the deal, Severn

Trent will suffer a considerable

blow to its credibility - and

will be left with the problem of

what to do with its 29.56 per

cent stake in Caird.

On the other hand, if Severn

Trent proceeds - perhaps with a lower offer - analysts are

concerned that the water com

pany's management will be di

rected from its core busines

by the demands of 'licking

Caird into shape.'

Whatever the outcome of

this particular bid, there will

be widespread regret that the

first water company to hit the

takeover trail will have got off to such

an inauspicious start.

## Brent Walker shares fall 24p as concern deepens

By Richard Gourley

**SHARES IN** Brent Walker, the highly leveraged leisure group headed by former boxer Mr George Walker, fell a further 24p to 50p, yesterday as concern deepened over the delays in publication of listing particulars for the group's £105m convertible bond issue.

It also emerged that Brent Walker has been leading bankers and shareholders on two-day tours that take in Brighton Marina, the Puerto Sherry yacht club hotel in southern Spain, London's Trocadero and William Hill in Leeds in an apparent effort to bolster confidence in the underlying assets of the group.

Yesterday's share price fall to less than half the 140p conversion price for the bonds, cuts Brent Walker's market capitalisation to £20m against which it has debts of around £11m. At their highest in February this year, the shares stood at 375p.

A City analyst said about the delay in publishing the listing particulars that "no news is bad news".

Brent Walker had promised to send the document to shareholders soon after last month's interim results announcement. But it has delayed this until next week because of complications arising from its sale of Goldcrest, the independent film company, which was subsequently agreed, Brent Walker's PR firm said.

While the terms of the bond issue would lead to a heavy

## UK COMPANY NEWS

# French dressing up for Highland fling

Philip Rawstorne and George Graham look at the whisky distiller's deal with Rémy

**T**HE FAMOUS Grouse should fly higher, further and faster as a result of Highland Distilleries' £75m investment in France's Rémy Cointreau group announced yesterday. And after years of restricting family squabbles, Rémy takes another step in its expansion from cognac into "the wider drinks industry".

The next LVMH? wonders Mr Karl Debenham, analyst at brokers Charbonneau Tilney.

As the Guinness tie-up with LVMH, the French perfume, language, champagne and brandy group, demonstrated, the creation of comprehensive premium drinks portfolios and distribution networks is the key to the growth of international drinks brands.

The Famous Grouse is the top-selling Scotch in Scotland, and number two in the UK – but it has still to exploit its potential in overseas markets. While the Scotch whisky industry as a whole exports 85 per cent of its production, Highland exports only 27 per cent of its brand.

Two years ago, it signed its first distribution agreement with Rémy in France. Highland quickly realised it had found its perfect partner. Sales in that country increased last year by 23 per cent.

The two companies found that they had comparable philosophies and marketing strategies, and the successful relationship established in France has been extended to trading arrangements in 10 other countries.

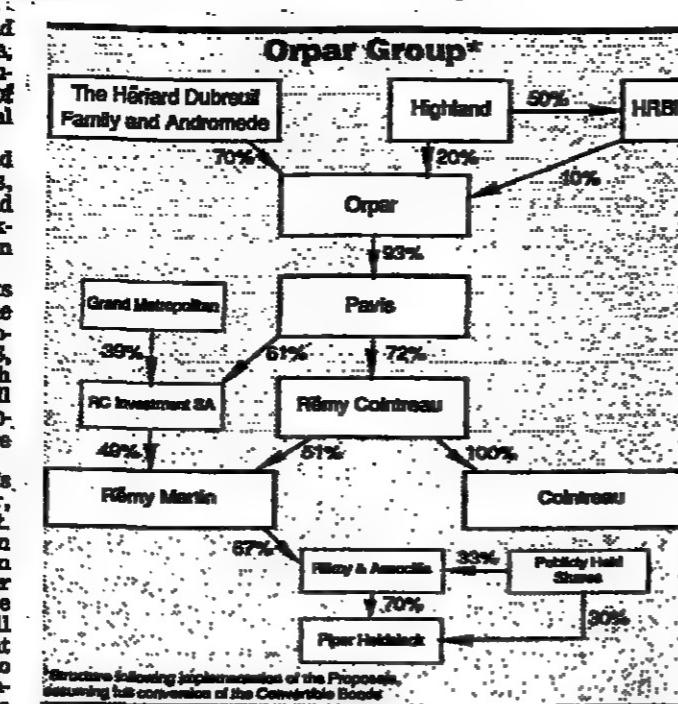
## F Cooper hit by government squeeze

By Paul Cheeswright, Midlands Correspondent

**F**RDERICK COOPER, the Walsall-based mini-conglomerate with interests in security and architectural hardware and electrical products, has recorded its first drop in profits for five years with the pre-tax figure nearly halved. But it has still increased its dividend.

In the year ended July 31, 1990 profits came to £4.61m, compared with £8.72m, and earnings per share fall from 18.1p to 8.4p. The final dividend is 4.8p, bringing the total for the year to 4p, against 3.85p.

Cooper was a victim of the government's financial squeeze, which had sliced into the markets for products related to new or improving homes, although its metal-coatings



division, which exports over 90% of its output, achieved a record.

Mr Eddie Kirk, the chairman, had already warned of a fall in profits. He agreed yesterday that the immediate performance of the group was tied to the general economic situation; while he welcomed the recent cut in interest rates, he said "we need another two points off to engineer any genuine improvement."

Under the circumstances Cooper's dividend policy was generous. It reflected the efforts being made in boardrooms across the UK to keep shareholders both tranquil at a time of deteriorating corporate fortunes, and resolute in the face of any takeover threat.

Lurking in the background at Cooper was the 4.9 per cent stake built up last year by Newman Tonks, a larger competitor in some of the markets where Cooper was active. Newman Tonks had been quietly sitting on its stake and took up its entitlement last July when Cooper issued 13.6m ordinary shares to finance acquisitions. But its presence was a silent pressure on the board.

Cooper's disposal of material handling businesses during the year brought in an excess of £5.5m, enabling it comfortably to cover the dividend payment and succour the balance sheet.

Net profit was £2.97m, 60%

the cost of its dividends were £2.4m.

At July 31 gearing was 16 per cent, but that had increased, Mr Kirk said, to 40 per cent following the acquisitions of Group Sales, a distributor in the door and window industry, and Beaver Architectural Ironmongery, another distributor.

He added that October was in any case a peak time for borrowing because of working capital requirements, and that gearing should be down to 30 per cent by the end of the financial year.

Capital expenditure reached a record £2.6m, but this year, in line with many industrial companies, it would be down – to £2m.

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cognac company from increasing its capital. Efforts to get around this by developing a new subsidiary, Rémy et Associés, sparked a legal battle which has gone to the French supreme court 12 times.

In the last few years, however, Mr Hédiard-Dubreuil's twin sons, Marc and François, have led a determined policy of diversification away from their Cognac base, while at the same time concentrating the cognac business on premium grades of VSOP quality or higher. A strategy that many of the other leading cognac groups have now followed.

After failing in a contested bid for Beauficelle the Normandy liqueur producer, Rémy acquired the Piper Heidsieck and Charles Heidsieck champagne brands to add to its existing prestigious champagne house, Krug, placing it fourth in the label champagne market. It then added Mount Gay Barbados rum and Galliano liqueur to its portfolio.

The crucial twist, however, came last year when Rémy agreed to merge with the Cointreau liqueur house – which shared the same troublesome minority shareholder, Mr Max Colmet.

The deal not only created one of the world's finest portfolios of top class drinks brands – although some analysts believe Rémy still needs more brands to extract full value from its distribution network – but also persuaded Mr Colmet to throw in the towel and sell his Rémy shares to Grand Met.

The deal values the Rémy Cointreau group at more than £2bn. For years, the rivalry between Mr André Hédiard-Dubreuil, with 51 per cent of Rémy Martin, and Mr Max Cointreau, his brother-in-law, with 49 per cent, prevented the

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transaction from being completed.

## Capital spending will be cut to less than £10m Continental growth helps TIP Europe to £15.5m

By Jane Fuller

**TIP EUROPE**, the Anglo-Dutch trailer rental company, advanced pre-tax profit to £15.5m in the year to July 31, but extra shares in issue put the brake on earnings growth.

While the taxable figure grew by 22 per cent from £12.7m, earnings per share rose by 5 per cent to 14.5p (14.1p), held back by the paper used for acquisitions made in 1988-89.

Growth at the pre-tax level was helped by a change in depreciation, to take account of longer trailer lives.

Had the new method been applied in the previous year, pre-tax profit would have been £1.5m greater.

Turnover increased by 6 per cent from £54.92m to £59.55m and operating profit to £29.3m (£18.53m). But interest charges jumped to £13.79m (£5.82m).

Mr Jim Cleary, chairman, said the average size of the trailer fleet had grown from 13,588 in 1988-89 to 16,794 last year.

Branch openings were mainly in Germany, France and Scandinavia.

The UK fleet had grown by 25 per cent, but profit had declined as the utilisation rate

had fallen from nearly 80 per cent to just over 70 per cent. On the Continent, the fleet had grown by 44 per cent and utilisation rates had remained flat.

"For the first time, turnover on the Continent overtook turnover in the UK," he said.

The group made two acquisitions during the year - Key Leasing, a financial company, and Mobile, which deals in temporary office buildings.

Mr David Callendar, finance director, said borrowings at the year-end were £180m and gearing had reached 37 per cent, compared with 230 per cent in the previous July. Both had come down from their peak.

To reduce debt this year, capital expenditure would be cut from £70m to less than £50m. Through borrowing in a variety of currencies, mainly at fixed rates, the effective interest rate was about 10 per cent.

The recommended final dividend of 3.6p makes a total of 5.3p (5p).

The share price closed down 3p at 73p yesterday, which compares with a high of 213p earlier this year and a flotation price of 125p in February 1988.

**COMMENT**  
TIP's share price fell off a cliff

this summer as anxiety set in about the effects of the slowdown in the UK, where half of its profit lies, and about the soaring level of debt. Interest cover plummeted from 3.2 times to 2.1 times.

Worries remain about the same two points, with the Gulf crisis aggravating the economic uncertainty. However, the steep fall in capital expenditure and strong cash flow should reduce gearing to a more respectable level.

The drawing in of its expansionary horns should also at last prepare the way for an improvement in earnings per share, which have risen by a measly 8 per cent since浮动.

Turnover of ongoing business in the half year was £28.73m (£26.74m). There are no preference or ordinary dividends because of the deficit on profit and loss account incurred last year. Loss per share came to 1.25p (0.66p).

An extraordinary loss of £168,000 was recorded in connection with the sale of property investments of Combined Estates Securities. Mr Fay said it would be necessary to consider the value of the remaining investment of £216,000 in Lexton when its 1990 results were available.

## Era losses sharply up at £0.97m

By Richard Gourlay

**Era Group** were better than expected and overall it was recovering well from the problems of last year, Mr Tony Fay, the chairman, said.

However, loss before tax for the period more than doubled to £365,000 (£437,000). The most significant reason was a surge in net interest charges to £355,000 (£344,000) mainly because of losses on the sale of Lexton (reproduction furniture) to management.

Mr Fay said that in generally adverse market conditions all the businesses - model hobby products, toys and games; photographic equipment; furniture fittings - performed satisfactorily.

He pointed out that the majority of business was seasonal and depended on November and December trading.

Turnover of ongoing business in the half year was £28.73m (£26.74m). There are no preference or ordinary dividends because of the deficit on profit and loss account incurred last year. Loss per share came to 1.25p (0.66p).

The comparisons have been adjusted to reflect the new policy of charging interest on house building as soon as it is incurred.

Previously it was capitalised and written off when a house was sold.

The interim dividend has been maintained at 4.25p and the shares closed unchanged at 235p.

Plant hire business supplied only 40 per cent of trading profits, against 65 per cent last year.

It was particularly badly

## Turriff rises 12% to £1.7m but warns on second-half trading

By Richard Gourlay

**TURRIFF CORPORATION**, the Warwick-based construction and plant hire group, yesterday reported a 12 per cent improvement in interim pre-tax profits from £1.47m to £1.65m. However, it also warned that trading conditions in plant hire and commercial property had worsened in the second half.

Mr Astley Whittley, Turriff chairman, said he was confident that last year's second-half earnings performance would be matched by selling four commercial properties.

Turnover during the period under review rose 23 per cent from £6.07m to £8.34m and earnings per share rose from 11.7p to 14.7p.

The comparisons have been adjusted to reflect the new policy of charging interest on house building as soon as it is incurred.

The personnel placement business, two-thirds of which is in Australia, had a good year and accounted for 15 per cent of trading profits. In April Turriff bought Staffwise to increase its exposure in this business.

The company made an extraordinary provision of £295,000 to cover the closure of Bellman, its information marketing subsidiary, and the cost of merging two personnel placement companies.

## NEWS DIGEST

### Near 27% advance for Henry Boot

MADLY THROUGH the absence of gearing and the completion of further property transactions, Henry Boot & Sons increased its pre-tax profit by 25.5 per cent in the first half of 1990.

It came to £1.98m (£1.55m), while turnover fell 7.5 per cent to £25.3m (£26m). The group is engaged in building and civil engineering, rail track and property development.

Mr David Boot, chairman, said the private housing and property related activities continued to be hampered by market conditions, with no early sign of improvement.

The general decline in the private sector impacted on construction activities, and led to tighter margins.

The plant hire company was trading satisfactorily in a most competitive market.

Earnings for the period rose to 23.4p (18.1p) and the interim dividend is lifted to 7p.

### US operation helps lift Norex by 33%

Norex, the shipping and insurance group, reported a 33 per cent increase in pre-tax profits in the year to June 30, helped by its streamlined Norex America subsidiary.

The group, has also returned to the dividend list with a proposed 1p payment for the year. It last paid a dividend in 1983.

The profit improvement, from £2.37m to £3.16m, was achieved on lower turnover of £33.37m (£45.56m) and was after higher interest and similar charges of £1.5m (£24,000).

### Elburg Gold Mining Company Limited.

Shareholders are advised to study the operating results of Western Areas Gold Mining Company Limited.

Quarterly reports have been mailed to the shareholders of each company. Copies of the reports may be obtained from:

Bamford Brothers Limited, 99 Bishopsgate, London EC 2M 3XK.

Johannesburg  
17 October 1990

### GLOBAL GOVERNMENT PLUS FUND LIMITED

International Depositary Receipts  
representing 100 Common Shares

Notice is hereby given that the Board of Directors of GLOBAL GOVERNMENT PLUS FUND LIMITED has declared a quarterly dividend of USD 0.105 per common share payable over the next quarter on a monthly basis in October, November and December, 1990.

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## FINANCIAL TIMES SURVEY

**INTERNATIONAL MERGERS & ACQUISITIONS**

Thursday October 18 1990

**TOP** Recession is looming in the US and UK and finance-driven transactions have drawn to a virtual standstill. However, as Guy de Jonguières and Stephen Fidler discover, this does not mean corporate acquisitions will become a thing of the past

**Quieter times for the future**

THE INTERNATIONAL mergers and acquisition wave that grew out of the furious credit expansion of the 1980s has slowed significantly. The demise of the junk bond market and the growing unwillingness of banks to provide credit have ensured that the financially-motivated transactions so common in the late 1980s have come to an abrupt halt.

In the US and UK, where much of the merger and acquisition activity has centred, the economies appear to be tipping towards recession. This translates into generally weaker corporate cash positions and a less promising economic backdrop for acquisitions.

Stock markets are reflecting both the risk of economic slowdown and the uncertainty which has followed Iraq's invasion of Kuwait and the subsequent sharp rise in oil prices. Weak equity markets - while they value potential target companies more modestly - also limit the ability of bidding companies to finance acquisition through share issues.

All this will not be particularly welcome for those in the corporate advisory business. Many houses on Wall Street, in the City of London and elsewhere

have geared themselves to a business where they saw themselves earning generous fees without a large risk to their own balance sheets.

Data compiled by KPMG International with New York-based IDD, confirms cross border M&A activity in the first nine months of this year slowed from 1989's record pace but was still running at a rate comparable with 1988.

It estimates that cross-border M&A totalled \$37.5bn in the first nine months, compared with \$35.6bn in the whole of last year and \$115bn in 1988.

But since then the Gulf crisis has meant a large number of potential acquisitions have been delayed or cancelled. "I think we're all going to see a difficult year or two," says Mr John Nelson, head of the M&A group at Lazard Brothers in London.

The end of transactions driven purely by finance will almost inevitably mean that the average size of corporate acquisitions will shrink. But their demise does not mean the corporate acquisitions will fade away.

Indeed, it has concentrated attention once again on the kind of strategic issues which



Illustration by GUY DE JONQUIÈRES

have long motivated corporate acquisitions and divestiture. The perceived need to concentrate on core businesses and the opposite desire to diversify both in products and in geographic reach remain.

Many companies still do not believe they are appropriately positioned for the single market in western Europe, while east Europe will open up opportunity - along with significant difficulties - for others. The need for some companies to reduce debt has been heightened by the events of 1990.

Nonetheless, the impact of the M&A wave in the US and Britain will continue to be felt for some time. It still has some momentum left and it has had important economic, industrial and political consequences which will shape developments over the longer term.

Three elements point to con-

tinued M&A activity, at least in the short term:

- Rising interest rates, weaker financial markets and poorer economic outlook, which have dampened activity since last year, are obliging acquirers who over-reached themselves to reduce debt by shedding assets. This will assure at least a steady trickle of deals, albeit sometimes at distress prices.

- Prospective privatisation of a wide range of state-owned assets, notably in Eastern Europe. Although timetables in many cases remain uncertain, the worsening economic situation in much of Eastern Europe may increase pressure to speed up asset sales.

- Continuing interest in M&A on the continent of Western Europe, where economies remain relatively strong and some barriers to hostile bids seem gradually to be eroding.

Deals in the English-speaking world, and above all the US, have been heavily influenced by financial criteria. But in other countries, there has

been more emphasis on longer-term industrial logic, such as building world market share.

How successfully such logic is implemented remains to be seen. However, it is powerfully underpinned by fundamental shifts in the structure of the world economy which have both contributed to - and been accelerated by - the latest wave of international M&A.

The most important factor has been "globalisation" of markets for many products and services, which has prompted companies to expand their international market presence. In the European Community, the trend has received additional impetus from the 1992 single market programme.

Though cross-border deals within Europe have grown in importance, there is a clear distinction between objectives in the Anglo-Saxon countries and in most of Europe and Japan.

Deals in the English-speaking world, and above all the US, have been heavily influenced by financial criteria. But in other countries, there has

expanded beyond their traditional national markets or seek shelter under the wing of stronger partners.

These developments are set against a rapid growth of foreign direct investment (FDI) outflows. These grew by 20 per cent a year for most of the 1980s, four times faster than world trade, as companies shifted increasingly from exports to local production in foreign markets.

Some observers, such as Kenichi Ohmae, the Japanese business guru, argue that these forces have rendered national borders irrelevant and companies stateless. That may be the direction in which events are heading longer term. But the world is not there yet.

The main reason is that political attitudes and policy machinery have conspicuously failed keep up with the rapid internationalisation of business. Indeed, the very increases in capital mobility which have powered the latest wave of mergers and acquisitions are creating a powerful political counter-reaction.

In the US, a succession of large Japanese takeovers has led to an angry nationalistic backlash, which threatens to spill over into discriminatory actions against all foreign investors. Across the Atlantic, the recent takeover of Britain's ICL by Fujitsu has been branded as an act of betrayal by other European computer companies.

Tensions have been aggravated by complaints by countries such as the US and Britain, which have open capital markets, that the international takeover field is uneven. But the issue is complicated by the fact that takeover barriers in many parts of the world are not the result of protectionist legislation, but of culture and capital structures.

The debate is riddled with ambiguities. The British government, for instance, oscillates awkwardly between decrying other countries' take-over barriers and erecting its own. It has routinely bid-protected privatised companies by means of golden shares, and more recently has invoked merger policy in order to deter unwelcome foreign bids, notably those made by state-owned companies.

**IN THIS SURVEY**

■ The growth of M&A over the past few years is a symptom of broader economic shifts in the world.

■ The changing mood: US economic doubts are paralysing bid financing ..... Page 2

■ Europe: the advent of the cross-border deal

■ A new uncertainty: the EC's merger control regulation comes into play

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■ Japan as an investor: uncertain economics means managers are postponing their quest for acquisitions

■ With a new generation of M&A managers, Japan is now being viewed as a necessary evil

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■ The US: A redirection of resources is taking place

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Even when nationalism is not an issue, there is a growing risk of problems due to incompatibilities between regulatory policy. There is clear potential for jurisdictional clashes, for instance, between US anti-trust law and the EC's new merger control regulation.

In an increasingly independent world economy in which competition for capital is intensifying, it is against the ultimate self-interest of individual governments and countries to pursue defensive political motives to the point of conflict.

However, that realisation may take time fully to sink in. For the foreseeable future, therefore, the balance seems likely to see-saw between the onward rush of global economic forces and the often parochial reactions to which they give rise at a national and regional level.

Economic doubt is slowing US bid finance, writes Martin Dickson

**Merger mania grinds to halt**

A COMBINATION of the Gulf crisis and mounting concern that the US economy is teetering on the edge of recession has produced, at least in the short term, a state of near paralysis in the financing of US takeovers.

Unless companies have extremely deep reserves of cash, and are making strategic purchases for the very long term - qualities which apply particularly to large Japanese companies - few are prepared to launch bids in such an uncertain climate.

First, the steep slide in US share prices since the Iraqi invasion of Kuwait, and the possibility that prices will go lower still, means that potential purchasers are reluctant to buy a company if they think

they can pick it up more cheaply later. By the same token, companies which want to offer shares as payment for a deal are finding it very hard to persuade sellers to accept them.

And doubts about the strength of the economy and companies' ability to service borrowings are restraining the use of bank debt in bids and ruling out the use of junk, or high yield, bonds.

This is all a dramatic change from the 1980s, when Wall Street's merger mania was fuelled by the rise of the junk, or high yield, bond market. In a typical bid of this era, a predator would make an all cash offer for a company, or a mixture of cash and debt securities. It would finance this

through a mix of bank debt and a bridging loan from an investment bank - a line of credit which would be refinanced through the use of junk bonds.

But the collapse of the junk bond market a year ago closed that avenue of financing and with high yield indices hitting new lows, it remains firmly shut, despite expectations on Wall Street earlier this year that the autumn might see a recovery in the market.

Such hopes always seemed pretty slim, with the US economy slowing and the problems of heavily indebted companies mounting. And the Gulf crisis, bringing with it great new uncertainties, dealt a final blow to any revival.

Figures from IDD, the

research company, show that in the first nine months of this year US companies raised only \$1.3bn in junk, compared to \$20.3bn in the same period of last year.

With junk out of the picture, the financing of deals must depend on more conventional forms of borrowing - either commercial bank loan facilities or investment grade bond issues - and the issuing of last year.

Commercial banks are still keen to lend to the right borrower, but with their bad debt provisions mounting, and with US regulators giving very careful scrutiny to their loan portfolios, the banks are being very circumspect as to what constitutes a good risk.

Lending to a blue chip company buying a business in a core area of expertise would come into this category, while highly leveraged transactions, where a purchaser borrows most of the money used to purchase assets, would not.

Certainly cash - whether borrowed or from a company's own resources - will continue to be the predominant form of funding for deals in the US, as it has been ever since the 1980s.

Equity will play a subsidiary role, but one which could become more prominent in the 1990s when the worst of the current bear market is passed. In the second half of the 1980s, common and preferred stock provided only around 12 per cent of bid financing.

Circumstances where equity can play a significant role include agreed mergers between two large companies, particularly where there is no obvious predator to launch a rival cash offer.

A particularly important precedent which could encourage equity deals was set by the merger last year of media groups Time and Warner. Time rejected an all-cash hostile offer from Paramount Communications and its move was upheld by the Delaware courts, which ruled that the Warner deal did not involve a change of control at Time and therefore its board was not required to consider other bids.

The past few months have seen a \$6.2bn all equity offer in the telecommunications sector, with GTE bidding for Contel, while insurance broker Cramton & Black has just rejected a cash offer from Aon Corp, a US insurance holding company, in favour of a lower all-share offer from Britain's Willis Faber.

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## MERGERS & ACQUISITIONS 2

**M&A is taking on global dimensions, writes Guy de Jonquieres**

### Wave reflects wider trends

The first wave, at the turn of the century, had its greatest impact in the US and was particularly concerned with suppressing competition. The second was unleashed by the spread of mass production in the 1920s, and its main aim was to rationalise industries into larger groups enjoying bigger scale economies.

The third, during the 1960s, occurred during an extended period of international economic growth and was closely linked to the rapid expansion in world trade which accompanied it. One of its characteristics was the fashion for conglomerate mergers, exemplified by the frenzied diversification of acquisitive groups such as ITT of the US.

The fourth and latest wave has at least some features in common with earlier ones. It has coincided with an unusually long period of economic growth worldwide and with a revolution in industrial technologies. Furthermore, in certain industries, notably those where capacity had long been fragmented by high market barriers, elimination of competitors and the search for scale have also been a source of impetus.

However, three particular and closely-related characteristics also distinguish the fourth wave:

• The predominant motive for

mergers and acquisitions has been to strengthen existing positions in clearly defined core businesses. Furthermore, many highly diversified companies have de-conglomerated either voluntarily or as a result of external pressures such as hostile leveraged buy-outs.

There are some exceptions, nonetheless. Mr Carlo De Benedetti's cross-border forays have produced a European business empire embracing car parts, high fashion and financial services, while Daimler-Benz of West Germany has recently expanded into defence, aerospace and electronics. But in the US, Ford and Chrysler are busy unscrambling similar diversification moves.

Conglomeration has also been evident in financial services, notably in Europe, where commercial banks have rushed to acquire brokers and insurance and mortgage companies.

• International mergers and acquisitions have increased in importance, in two senses. First, the inexorable growth of global competition has led more and more companies to use acquisitions rapidly to achieve a presence in the world's main developed markets.

Secondly, companies from more countries have been buying across borders. During the 1980s, companies from Japan, France and Australia all

GLOBAL M&A ESTIMATES		
1989	Number	\$ million
All deals worldwide, domestic and cross-border	7,700	355,000
Cross-border M&A	2,764	130,596
Cross-border M&A as percentage of global activity	36%	37%
Thus, domestic M&A as percentage of global activity	64%	63%

Source: KPMG International and IFC

became — often for different reasons — important international acquirers.

• Capital has grown increasingly mobile, due to the deregulation of financial markets, the removal of national capital controls and technological advances which have made possible instantaneous communications between the world's main business centres.

The expansion of international M&A is, however, only one particularly visible symptom of broader and still poorly understood shifts in the structure of the world economy which result from the explosive recent growth of foreign direct investment (FDI).

For most of the 1980s, FDI flows increased by 20 per cent a year, four times faster than world trade. In 1988 FDI outflows from the world's five leading economies (G-5) — the source of most of the investment — totalled almost \$100bn, and their aggregate FDI stock reached \$757bn.

Economically, these developments are speeding international integration and interdependence, at least in the industrialised world. In all G-5 countries except Japan, foreign companies account for at least 10 per cent — and in some cases substantially more — of the total industry sales and are significant economic contributors.

These trends are increasingly calling into doubt the economic significance of the nationality of corporate ownership. For instance, Honda of Japan now exports more cars from its US plant than does the

entire US-owned motor industry. The growth of FDI also raises questions about conventional indicators of countries' economic performance.

Dr De Anna Julius argues in a recent study\* that countries' trade balances of trade should take account of transactions between their own and foreign companies, both at home and abroad. On that basis, the US would have shown a \$57bn foreign sales surplus in 1988, compared with a \$14bn merchandise trade deficit.

Politically, however, it is a different story. In many countries, an unusually high level of foreign ownership, particularly in "strategic" industries, is regarded as a threat to national sovereignty.

The inherent contradictions between economic reality and political reactions are increasingly giving rise to tensions. These are particularly evident in the growing popular hostility in the US to Japanese takeovers, which is in danger of spilling over into a backlash against all foreign investment.

Across the Atlantic, Fujitsu of Japan's recent takeover of Britain's ICL computermaker has created a dilemma for the European Community, which has been seeking to strengthen European-owned high-technology "champions" against Japanese competition. Yet much of the new investment in EC electronics plants is being made by

Japanese and US companies, not European ones, many of which are shifting production out of Europe to low-cost locations in Asia.

There is a danger that these developments could lead to a rash of defensive policies, designed to frustrate unwelcome foreign bids. In the US there are growing pressures to use national security and federal anti-trust rules to shelter sensitive parts of industry from foreign takeovers.

Even if such overtly protectionist pressures are contained, confidence may be shaken from the failure of national policies to keep pace with international economic developments. Competition policy is one obvious area of potential discord.

For instance, the IIS, which has well-developed anti-trust laws, complains that Japan's weak regulations create an uneven competitive playing field. Furthermore, the scope for jurisdictional conflict is increasing: the EC's new merger regulation could theoretically be used to intervene in leveraged buy-outs, other companies with most of their business outside the Community.

Some of these potential difficulties may be avoided by closer international co-operation of rules. But where countries deliberately manipulate policies to discriminate against foreign investors, the only corrective may be the realisation that such manoeuvres either are ineffective or damage the national economic interests they purport to serve.

\* Global Companies and Public Policy: Royal Institute of International Affairs.

**Pressure for restrictions rises**

### US tightens up the reins

**THE GROWING** unpopularity of takeovers among American politicians has led to growing pressures — both at Federal and state level — for restrictions on acquisitions, especially by foreign companies.

As is so often the case, the political reaction to the wave of takeovers, and particularly the leveraged buy-outs,

has applied especially to those by foreign-owned companies. This has applied in particular to Japanese acquisitions, even though Britain remains by far the largest direct investor in the US with nearly \$125bn in assets at the end of last year (at book value) against \$66bn for Japan.

While the US has become more reliant on foreign capital because of its continuing large deficits, there has been a parallel concern that this threatens America's long-term economic security. Congressional leaders, of both parties, have been particularly worried about the transfer of advanced technologies overseas, citing the successful Japanese takeover of much of the US consumer-electronics and semi-conductor industries.

These pressures have been reflected in calls to tighten on the Exxon-Shore provisions of the 1988 Trade Act under which purchases of US companies by foreigners can be reviewed by an inter-agency group, the committee on foreign investment in the US (Cfius). This advises the president on whether to ban or suspend

**There is acute hostility towards overseas investors**

pend a deal if evidence is found that an overseas investor might take action to threaten national security.

Since the strengthened provisions came into force in August 1988, Cfius has reviewed over 450 deals. To date an extensive inquiry has been undertaken 11 times. In three cases the parties withdrew the deal, and in only one case (involving the takeover of Manco, an aircraft parts producer in Seattle by Catic of China) has the president exercised his statutory rights to block the acquisition.

The Pennsylvania law would require any person or investment institution which owned more than 20 per cent of a company's shares for a period of less than two years to forfeit any profit on shares that were sold within 18 months of a

**Britain remains the largest direct investor in the US**

failed buy-out or proxy fight.

Apart from this attack on "greenmailers" the measure also restricted the rights of any group of investors who buys 20 per cent or more of a company's stock to change control without the approval of the remaining shareholders. Mr Richard Breeden, the SEC chairman, has argued that this law would disenfranchise shareholders and leave incompetent managers free to run a company into the ground. Various shareholder groups have put pressure on company boards to opt out of such restrictive laws like them.

The activism of state attorney generals over takeovers has been reinforced by two other factors — a reaction to the relative passivity of the Reagan era Justice Department in enforcing anti-trust law, especially against mergers; and a series of Supreme Court rulings which have upheld state rights to greater involvement in anti-trust cases even when the Federal authorities have chosen not to intervene. While there has been a shift back to a more mainstream interpretation of anti-trust law by the Bush Justice Department this has mainly been aimed at anticompetitive practices by existing companies, rather than against mergers.

The political hostility to

other restrictions affecting foreign acquisitions have included closer enforcement of tax laws by the Internal Revenue Services (particularly aimed at the transfer pricing practices of Japanese and Korean distributors), limits on the political activities of foreign controlled companies (especially important in a country where open lobbying is so significant) and increased data collection requirements.

The Bush administration has generally resisted these attempts to put new controls on foreign investment. And both because of its commitment to free trade and because of the US's dependence on inflows of foreign capital, the administration has pursued an open investment policy. Moreover, at the state level, there are many more governors seeking new foreign direct investment with offices in Europe and Japan than there are opponents to acquisitions.

Yet, reflecting the national unease about the US's long-term competitive position, there is an ambivalence about takeovers, particularly from abroad.

Peter Riddell

### Merger mania grinds to a halt

Continued from Page 1

Equity will still be readily available for international mergers and acquisitions — both for firms buying into North America and US firms buying abroad.

For this type of deal is dominated by the large, blue chip companies which retain excellent credit ratings and which will continue to find their equity in demand as fund managers' portfolios grow ever more international.

That said, they will still need to have strong balance sheets and be able to tell a good story: their acquisitions will have to make good strategic sense.

However, since studies show that most firms who are buying abroad tend to stick to the businesses that they know best, a reasonable flow of international deals should continue over the economically uncertain next year or two.

Martin Dickson



through its wholly owned subsidiary, Sabritas S.A. de C.V., has acquired 85,518,221 shares at U.S. \$3.75 per share, representing a 79.92% interest in

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**MERGERS & ACQUISITIONS 3**

Various motives lie behind cross-border operations in Europe

## Ventures without frontiers

**IN THE 1980s** Europe discovered the art of the cross-border deal. The 1990s are likely to show how well it was mastered, and whether the recent growth of transnational mergers is creating a more dynamic, closely integrated industrial economy in Europe — or storing up problems for companies and regulators.

Although the trend is often ascribed to collective privatisation of 1992, the truth is more complex. The "1990 effect" has facilitated cross-border mergers and brought more operators into the game. But a wide diversity of other motives is at work, many of which pre-date the European Community's single market programme.

The impression of a Europe consumed by merger fever also needs to be put in perspective. In reality, British and American companies have made much of the running, initiating more than 40 per cent of all cross-border mergers between 1986 and 1988.

Some observers, such as the authors of a recent London Business School report, have concluded that talk of the widespread rationalisation of industries into genuinely pan-European groups is greatly overdone. However, industrial integration is also proceeding across borders — and particularly on the continent — by means of links such as joint ventures and minority shareholdings, which are growing much faster than full mergers.

The cross-border merger trend really started in the early 1980s, pioneered by Electrolux of Sweden, which snapped up a string of troubled smaller European competitors in white goods. Its example was soon followed by Mr Carlo De Benedetti, the Italian financier-industrialist, who launched a succession of bold cross-border deals climaxing in his failed bid for Belgium's large Société Générale holding company in 1987.

What both Electrolux and De Benedetti spotted was that Europe was awash with poorly-performing corporate assets which had remained undervalued because they were thought to be sheltered by national barriers against foreign takeover. By promising superior industrial management, both acquirers overcame local resistance and set about rationalising their network of acquisitions to good effect. Since then, others have learned to play the same game.

In some white industries, mergers reflected a pronounced shift away from conglomerate structures and a realignment on core businesses. Several hundred changes of ownership have occurred in the European chemicals sector since the early 1980s, as companies traded peripheral activities across frontiers.

In other sectors, notably those which have depended heavily on monopoly purchases or support from governments, the driving motive has been the need to achieve scale economies which closed home markets could no longer provide. Pressures have been particularly intense in high-technology sectors such as telecommunications, semiconductors and computers, and are increasingly becoming so

in defence.

Here, cross-border mergers have tended to be preceded by a consolidation at the national level. That has been the case in telecommunications and semiconductors. In each industry, the number of European-owned competitors has been progressively thinned.

In food-processing and banking — industries where scale economies of production are small to non-existent — the factors are different again. In the food, the main reason has been to secure established brands and distribution networks. In banking, a high priority was placed initially on building a Europe-wide retail presence, although the few big cross-border deals in the sector to date suggest that this proved either hard to achieve or was not worth pursuing.

Finally, of course, there has been a number of mergers in which industrial logic has taken second place to sheer opportunism or to the purely defensive impulse of "Buy or buy". This disparate pattern raises a number of questions about where the merger trend is leading. They include:

• How far are cross-border mergers in Europe intended primarily to build a presence in the future single market?

Ironically, such reasoning

seems most clearly evident in deals initiated by companies from outside the EC, notably from the US, Japan and lately Sweden, which are attempting to secure bridges in the Community and to safeguard against loss of market access after 1992.

However, as the London Business School study points out, many deals initiated by EC-based companies have been concentrated in immediately adjacent countries. That suggests a certain caution about pan-European expansion.

• How easy will cross-border mergers prove to manage? Much has been made of the differences in business practice, management culture and laws and regulations which separate European countries, and of the challenge of surmounting them.

Two years ago, the proposed merger between Belgium's Société Générale de Banque and the Dutch Amro was abandoned because of the problem of integrating the two banks, while the much-publicised recent merger of the packaging businesses of Carnaud of France and Britain's Metal Box is reported to be experiencing serious management teething troubles.

Disappointing financial results this year from groups such as Electrolux and Rhône-Poulenc, which have been active cross-border acquirers, also suggest such deals have created a certain amount of corporate indigestion.

None the less, some analysts suggest that many companies are pursuing more clearly thought-out strategies than in the past. More appear to be intent on strengthening core businesses in which they already have expertise than on more speculative conglomerate diversification.

• How far will cross-border mergers contribute to increased industrial competitiveness and efficiency in Europe? It is obviously hard to generalise, particularly as conditions in different industries vary so widely.

In some sectors such as retailing and computing, there have been almost no cross-border deals to date, while in the automotive sector activity has so far centred largely to commercial vehicles and specialist car producers.

In principle, the sectors which should gain most from rationalisation through mergers are those where long-standing market barriers and "national champion" policies have resulted in highly-fragmented industry structures, sub-scale producers and excess capacity. A merger-driven shakeout has occurred in many of these industries in Europe.

But while cross-border mergers and acquisitions can eliminate marginal capacity, the bigger scale economies often used to justify such deals can prove elusive. None of the three European-owned semiconductor makers, for instance, is yet anywhere near to earning the profits needed to fund the huge investments required by the business.

Some European cross-border mergers of the 1980s were also inspired less by the prospect of a single European market than by frustration at the seemingly impenetrable barriers surrounding national markets.

That was clearly the case in the telephone exchange business, where most European contracts are still placed with favoured local suppliers by national monopolies.

More recently, many proposed mergers and alliances between leading European airlines look suspiciously like mutual non-aggression pacts intended to pre-empt the advent of free competition by securing dominance over traditional markets.

The line between salutary rationalisation and unhealthy cartelisation can often be a fine one, particularly when restructuring is being driven as much by deep, long-term changes in individual industries as by the prospect of a single European market.

It argues that the regulation will establish a "one-stop shop" for large deals. The aim is to free companies from the risk of double jeopardy arising from conflicting rulings handed down by anti-trust watchdogs in Brussels and in EC member states.

However, many legal experts are unconvinced. They say the regulation is marred by the political horse-trading required to secure agreement on it, and that the resulting compromises in its drafting could create as much confusion and uncertainty as it removes.

The main points of controversy include:

- Whether the scope of the

regulation is too narrow — or too wide. Critics argue that the €10bn sales threshold is too high and too blunt an instrument to catch anti-competitive mergers in niche markets.

The Commission wants the threshold lowered to at least €100m.

Brussels has the authority to compel disclosure of information, to block mergers and to fine companies which do not comply with the rules.

The Commission, which has fought 17 years to secure these powers, claims they will clarify an area of growing legal uncertainty by eliminating the borderlines between EC and national jurisdiction over mergers.

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## MERGERS &amp; ACQUISITIONS 4

Managers increasingly are putting their plans on hold, writes Stefan Wagstyl

## Japan pulls back

Japanese acquisitions and mergers: number of transactions					
	1986	1987	1988	1989	1990*
Japanese buyer/ Japanese seller	226	219	223	240	159
Japanese buyer/ overseas seller	204	228	315	405	222
Overseas buyer/ Japanese seller	21	22	17	15	12
<b>TOTAL:</b>	<b>451</b>	<b>469</b>	<b>655</b>	<b>660</b>	<b>503</b>

\*First eight months  
Source: Yamaichi Securities

managing attention from their basic business."

Aside from the crisis in the Gulf, these reasons include high interest rates, increasing fears of a recession in the US and concern about a modest slow-down next year in the Japanese economy. Also, Japanese companies have been putting their M&A plans on hold for the moment. They're trying to figure out what's going on in Iraq. They're in a position of pulling back from anything which would divert

and acquisition activity inside the US, the prime overseas target country.

The number of cross-border deals completed by Japanese companies has not yet fallen — a testimony to the strength of underlying interest — but the speed at which they have been increasing has slowed.

According to Yamaichi Secu-

rities, the Japanese stockbroker, Japanese companies bought 226 foreign groups in the first six months of 1990, compared with 405 in the whole of last year and 315 in 1988. Among 180 deals for which prices were disclosed, the average was \$65.5m, down 41.7 per cent from last year.

This decline is largely a reflection of the fact that several large deals were completed last year, including Sony's record-breaking acquisition of Columbia Pictures Entertainment, the Hollywood studio owner, for \$3.4bn.

If Matsushita decides to go ahead with the acquisition of MCA, in a deal which closely mimics Sony's in commercial logic, and if the company pays anything like the price suggested by analysts — \$3bn or more — the purchase would rank as the biggest-ever by a Japanese company. As things stand, the largest deal completed so far this year has been Fujitsu's purchase of 30 per cent of ICL.

Japanese companies are increasingly wary of the political impact of large acquisitions, particularly after Sony's purchase of Columbia last year prompted a wave of protests in the US, which was aggravated by Mitsubishi Estate, the property company, acquisition of a stake in the Rockefeller Center in New York. In the UK, the ICL sale aroused concern because the company was the last British-owned mainframe computer maker.

Bankers believe Japanese groups are also more careful than they were about the prices paid for acquisitions — responding to higher interest rates and to comment that Japanese buyers have on past occasions over-paid.

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3i investors in industry

Outsiders are hurriedly trying to buy their way in to the EC, writes David Waller

## Market focus turns upon Europe

CONTINENTAL EUROPE is awash with investment bankers. Bored of twiddling their thumbs in London and New York, they are now trawling their way from one giant continental corporate to another in the hope of one day stimulating a frenzy of corporate activity.

There are sound, sober reasons why the continent should be receiving all this marketing attention. The European Community's 1992 programme is stimulating reorganisation in one industry after another. Companies outside the EC are trying to buy their way in.

The watershed year was 1989. The EC's Ceechlink report spelt out the need for rationalisation ahead of 1992. The Nestlé bid for Rowntree showed how much companies outside the EC would be prepared to pay to buy their way in. Carlo de Benedetti adopted hostile Anglo-Saxon tactics in his bid for Société Générale de Belgique.

By this time, a few precedent

investment banks had already started turning their attentions to the continent. These included US houses such as Goldman Sachs and Morgan Stanley, spurred on because of their lack of a natural foothold in any of the big domestic markets, and a handful of forward-looking UK merchant banks including Schroders and SG Warburg.

But the majority of UK and US investment banks were preoccupied by the growth in domestic business which limped on into 1990, the year of the mega-bid. It is only now, at a time when work in the UK and US has tailed off markedly, that the investment banking community in general is

starting to set its sights on continental Europe.

The obstacles match the opportunities, reflecting the different structures of capitalism on the continent as much as cultural and technical barriers. In many of the larger countries, companies have traditionally financed themselves via bank lending rather than the equity markets, add as a result the share of the economies of, say Germany, France, or Italy, which is represented on the equity markets is far lower than in the UK.

A large share of these economies is privately-owned and therefore not in a position to do the rights issues, share-financed takeovers and mergers which are the hallmarks of corporate finance activity in Anglo-Saxon markets. The fabled Mittelstand in Germany, the tier of Petites et Moyennes Entreprises in France, and their equivalents elsewhere, in theory have no need for investment banking advice.

Add to that the cultural barriers: businessmen on the continent are traditionally averse to hostile takeovers, opting for agreed deals where possible.

Statistics from organisations such as Translink International, IDB Information Services and Acquisition Monthly show that: the number of cross-border deals in Europe rose from 355 in the first quarter of the year to 384 in the second, worth a total of ECU17.5bn (\$12.9bn); in the first quarter, takeovers and mergers in France were worth more by value than those done in the UK (£3.8bn in France, £6.1bn in the UK); US M&A activity dropped by 43 per cent while European activity had

moved up by 27 per cent.

The sorts of transactions behind these trends include: the two giant bank mergers in the Netherlands (NMB and Postbank), AMRO and ABN; Norwich Union's £200m purchase of a 90 per cent stake in the Spanish Plus Ultra; Generale de Santé's purchase of AMI Healthcare; Deutsche Bank's acquisition of Morgan Grenfell; Philip Morris' purchase of Jacobs Suchard; Credit Lyonnais' £1.1bn takeover of Italy's Credito Bergamasco last year; the £2bn purchase of Plessey by Siemens and GEC.

In May this year, the Swedish Stora group won control of Feldmühle Noble, a German conglomerate, after what was a prolonged, hostile takeover. Continental, the German tycoon, has rejected a merger approach from Pirelli of Italy.

The last two deals show how Anglo-Saxon tactics are penetrating even the German market.

The share exchange between Guiness of the UK and Louis Vuitton of France shows how continental-style merger practices are taking root in the UK as well.

Which advisors are best placed to take advantage of

these burgeoning markets? Deals fall into three categories: investment into Europe from the US (and possibly vice versa); cross-border transactions within Europe, and strictly domestic transactions.

As a general rule, strong domestic houses (such as Mediobanca in Italy, Paribas in France, large numbers of traditional merchant banks in the UK) are not natural international operators, simply because they have been able to keep themselves busy with domestic work.

Continued on Page 8

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## JAPAN

## Attitudes change

the keys thrown away, what good is acquiring the rest?" asks Mr Schleisinger.

Regardless of the speed with which M&A takes hold, Japanese and foreign financial institutions in Tokyo have established substantial M&A teams to take advantage of the potentially lucrative market.

However, of the 50 to 60 banks, securities firms, and financial boutiques involved in M&A Japan, only about a dozen are thought to be making money.

The huge increase in out-of-pocket fees has led to tremendous competition, which in turn has led to newcomers discounting fees.

Alternatively, not only is there relatively less competition in domestic M&A, Japanese intermediaries often act as representatives for both sides, collecting fees from both parties in the process.

"Theoretically there could be a conflict of interest," admits Sawa's Mr Iakarava. "But in Japan people trust banks."

Such is not always the case with Japanese securities companies. In a corporate culture where securities companies are still viewed with less respect than their more established banking brethren, "city banks" such as Sanwa Suririono, LTCB and the Industrial Bank of Japan (IBJ) continue to be the preferred choice of Japanese M&A clients. These banks, together with roughly eight foreign firms who basically only participate in "in-out" deals, share the approximately \$10bn in fees generated in Japan each year.

"Fees are not always clear cut in Japan," says Mr Yamamoto. "If the bank charges low fees, the client may use the bank later."

Dereregulation of Japan's early banking world will only further the process as banks are forced to increase profits.

Ironically, one potential break on M&A activity — higher interest rates — may actually increase the number of deals as heavily indebted small and medium-sized firms seek out large buyers able to weather the storm.

Robert Tomkin

## MERGERS &amp; ACQUISITIONS 5

Companies are scaling down operations and looking for opportunities elsewhere

## Moribund mood on Wall Street sees general switch in resources

WALL STREET may have been the most sophisticated market for bids and deals during the 1980s. Since the dawn of the 90s, it has probably been the one of the most moribund.

According to recent figures from IDD, the value of announced deals has fallen by a hefty 47 per cent during the first nine months of 1990 from the comparable 1989 levels, to stand at \$172.4bn. In terms of completed deals, the reduction has been only slightly less sharp; the first nine months saw \$136.4bn-worth of transactions signed off, against \$174.5bn in the same period a year earlier.

The causes of this sudden fall-off in activity have already been well-exploited. Perhaps the most significant has been the turning off of the debt funding tap, coupled with the collapse of the junk bond financing route. That, in turn, has seriously squeezed the number of leveraged buyout deals, and effectively put an end to the kind of speculative "boot strap" purchaser so prevalent in the late 80s.

Even as recently as last summer, when Wall Street hit new

Decline in mergers in the US versus the UK			
	1988	1989	1990
Number of deals			
Deals in the US*	2,922	2,647	1,487
Deals in the UK	1,834	1,557	952
Value (\$m)			
Deals in the US	250,034	219,999	69,443
Deals in the UK	50,276	52,829	21,914

\*All sales of US companies to domestic or foreign buyers  
Source: IDD

highs, there were some hopes that the downward trend might at least stabilise as more traditional acquirers moved to the fore. But since then, President Saddam Hussein, oil prices, and the increased inflation/recessionary threat have changed the game. Most US investment bankers report renewed caution among industrial clients, who are wary of making any sizable moves while the outlook for their own earnings are so uncertain.

The mood has been exemplified in smaller ways, too. Assets which have been flagged as being up for sale have been slow to shift - with

business, for example in the insurance sector, the difficulty which American General has had in soliciting suitors, or the extremely lengthy sale of Ambrose's Home Insurance subsidiary.

Alternatively, one could point to the tortuous efforts by the employee group to get a bid together at United Airlines.

One senior investment banker, meanwhile, says gloomily that the auction procedure is rapidly becoming a thing of the past, and that targeting specific trade buyers may generally be a better route when assets or divisions are being put up for sale.

All this has meant some down-scaling of operations by the large M&A firms - or, at the very least, a switch in resources towards deal generation and away from execution - and a search for opportunities elsewhere.

Europe is the clear focus of interest, and many of the investment banks - not to mention the droves of US lawyers who also depend on M&A work for a large slice of their fee income - have centred their energies here.

But breaking into the European markets has not been particularly easy, given the grip which the UK merchant banks exert on their domestic market and the still-small volumes of M&A work in some European markets (whatever their future promise).

These factors are coupled with the very different financial cultures, and the natural tendency of directors, inexperienced at the takeover game, to seek indigenous sources of advice.

The UK merchant banks - who have had their own problems working out how to cope with the potential which continental Europe may hold -

tend to cite Goldman Sachs, followed by Morgan Stanley, as the two most successful US operators.

Lazard Frères, on the other hand, clearly benefits from its links with sister organisations in Paris and London, and the three houses have now combined to form a joint operation in Germany.

One of the most noticeable features about the US banks' trek into Europe has been their tendency to set up satellite operations rather than indulge

### Matsushita in bid negotiations with MCA

By Peter Shattock in New York and Andrew Fisher in London  
John Griffiths and Andrew Fisher on the proposed marriage of Continental and Pirelli's world tire operations

#### Bidding for a heavier tread

Economics of scale seen as the rationale behind the arrangement  
Renault and Volvo to link  
By James Bullard in Paris

#### Record \$20bn buy-out plan for RJR Nabisco is launched by KKR

By James Bullard in New York

The international flood of mergers seen in recent years is now slowing down significantly

bulk of the US banks' domestic client base may be interested in the European market remains a moot point, however. On the one hand, a recent study by KMPG Peat Marwick suggested that about half of a 700-strong sample of large and medium-sized companies planned significant new investment in Europe.

Privately, a number of investment bankers remain more sceptical about the volume of acquisition work which will result.

A chief executive in Cleveland, runs the argument, may pay more than a passing glance at the possibility of European expansion - a decided change from his attitude five years ago - but once the realities of acquiring and running companies in non-speaking markets loom, there is still a considerable amount

of resistance to the idea. Interest suggests one senior banker, will probably remain heavily weighted towards the multinationals - generating the list by a wide margin in the bid-fee deals, such as Philip Morris' acquisition of Nestlé.

is only slightly ahead of the UK and France in value terms. And since the M&A business in the States remains firmly cornered by the domestic investment banks and foreign operators have made no inroads of significance, advisory work on this score has proved a welcome source of income in these leaner times.

According to IDD, foreign acquirers have announced

#### One of the features of the US banks' trek into Europe has been their tendency to set up satellite operations

Nikki Tait

### THE MANAGERS

## In the wake of the honeymoon

THE PROCESS of wooing and eventually marrying a new corporate partner can be lengthy, fraught and often bitter. The next stage, the managing of the newly-acquired assets is often equally tricky, even if it is not being conducted in quite the same frenetic atmosphere, or under the glare of such intense public scrutiny.

The latter "management stage" becomes somewhat more formidable when the companies in question are far apart geographically.

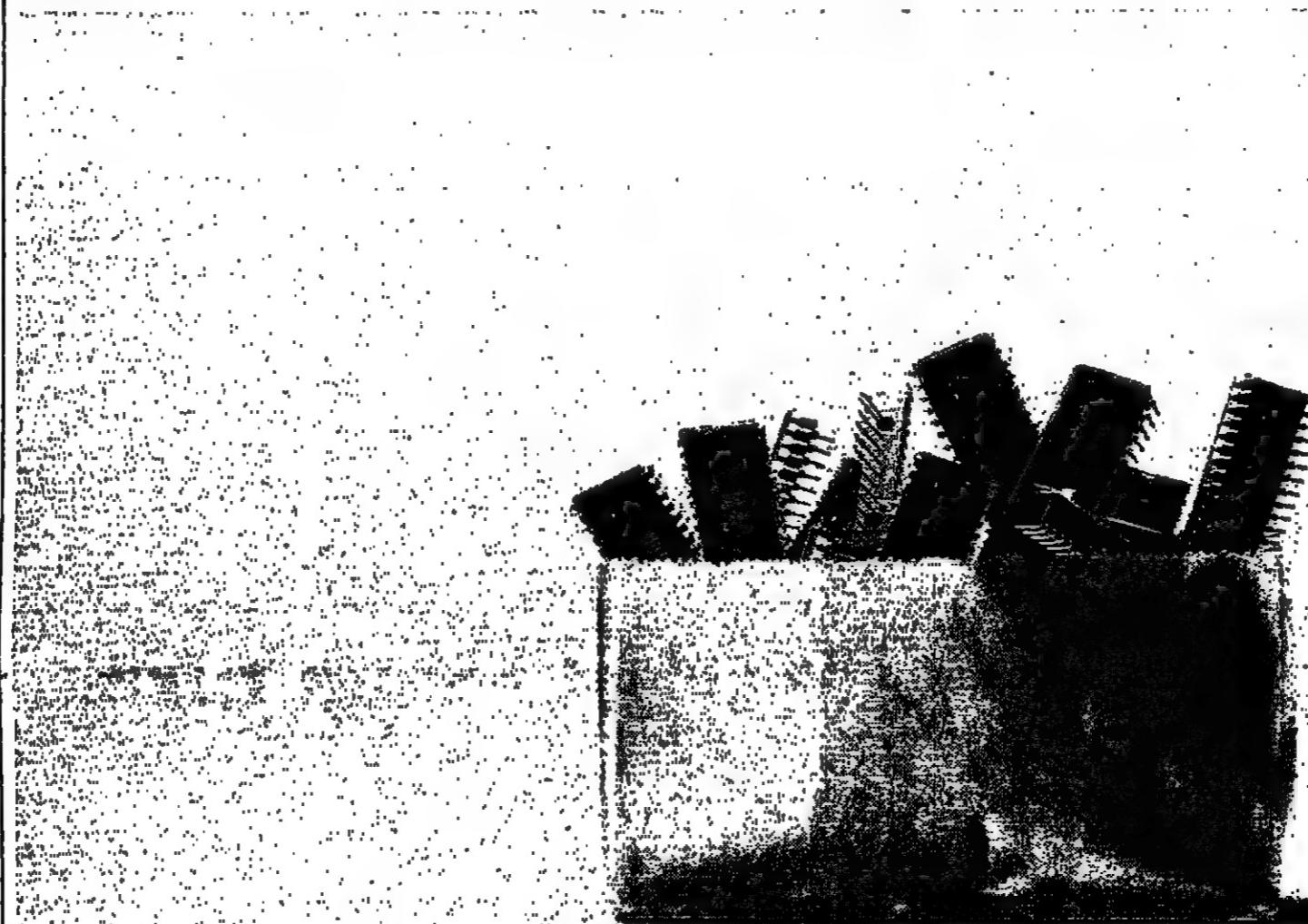
On the one hand, corporate cultures can be more diverse than between two companies with the same "core" nationality. On the other, installing and maintaining systems of financial reporting, assessing capital needs and combining product development and sales forces all face the potential hazards of language differences and sheer travel time.

Drawing any overall conclusion about how companies behave in the wake of international acquisitions is virtually impossible. Behaviour varies with management style and with the size and type of acquisition. On one hand, there is a school of thought who could be described as "practised" acquirers, who have built up dedicated in-house teams.

The so-called hit squad at Williams Holdings, the UK conglomerate, has acquired some reknown, although the company has maintained that its formation came about partly by chance. One early acquisition - Ley's Foundries - brought in good management but rationalisation of the company's operations left them little to do. Temporary jobs were found for some of the senior people a while, and steadily the task of managing subsequent acquisitions evolved.

The company argues that the period which an acquirer has to stamp its mark on a newly-purchased target is very short - less than a week claims Mr Brian McGowan, chief executive, earlier this year. When, for example, Williams took over Pilgrim House, plans were laid to fly 140 senior managers from the target company into the Heathrow Penta Hotel the day after the deal was signed.

They were given a 45-minute presentation on Williams, followed by 45 minutes on themselves and their future. The following morning, according to



When SGS Thomson and Inmos got together,  
we made the deal a lot more appetising.

Continued from Page 4  
The US houses - Morgan Stanley and Goldman - are particularly well-placed to handle US/European deals, especially when handling a "sell-side mandate", that is finding a buyer for a European company among their vast domestic client bases. Mr Simon Orme, head of European M&A at Morgan Stanley, says that about half the work the bank does is for European clients.

The Lazard's triangle of investment banks in New York, London and Paris, in each of which the bank is a leading domestic player, means that it is well-placed, too. According to figures from Morgan Stanley, Lazard led the field in transactions involving at least one European party in the first half of 1990, handling 30 deals worth \$16.5bn. Morgan Stanley followed with 32 deals worth \$14.5bn, followed by Goldman Sachs and SG Warburg.

David Waller

The London-based operators are interested in nurturing domestic business in other countries, as well cross-border business on the continent. SG Warburg has a long-established presence in a number of domestic European markets. Schroders' London-based corporate finance team has done well in Italy and Spain. Hambros has followed a continental-style approach itself by setting up a network of cross-holdings with European banks.

Deutsche Bank has signalled its faith in the future anglo-saxonification of continental markets by buying Morgan Grenfell.

The London-based merchant bank has taken charge of M&A throughout Europe and is setting up a network of Deutsche Bank/Morgan Grenfell offices in the key centres, including Frankfurt.

Hungry to challenge the heavyweight Japanese and US microchip industries, the French Italian

And naturally, they selected Arthur Andersen to ensure there were no hiccups.

Our in-depth knowledge of European tax structures and understanding of local business markets were key factors in their choice. But so too was our ability to add commercially driven tax

advice and money saving opportunities into the mix. Happily, it was a recipe for success.

Which proves that with major acquisitions, we don't make a meal of it.

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\*in countries where professional regulations permit

## LME lays plans to avert squeezes

By Kenneth Gooding, Mining Correspondent

**T**HIS LONDON Metal Exchange, which dominates world terminal market trade in non-ferrous metals, is to take action to prevent speculative, technical "squeezes" of the kind which shook the copper market last month and caused considerable criticism from both producers and consumers of the metal.

The matter was raised at an LME board meeting yesterday when several other important issues were considered. They included:

- Possible changes to the nickel contract to increase liquidity by allowing full plate cathodes to be traded in addition to the present cut cathodes;
- The possible introduction of a secondary (or scrap) aluminium contract;
- A decision to double from March next year the minimum net worth requirements of LME member organisations.

Mr David King, the LME's chief executive, said last night that, while the board still believed there should be as little intervention in the market as possible, "we want to see how we could exercise more control. In the light of some criticism, we are looking seriously at what we might do to ensure the exchange is used for legitimate reasons rather than for short-term gains."

Mr King refused to be drawn on the action to be considered but traders suggested it was possible that in future LME

members would be required to give details of any large positions so that the executive could see well in advance any squeeze building up.

Members and their clients are to be invited to give views on the possible changes to the nickel contract. A replacement will come into force until April 1992 but the LME is considering introducing a one and a half nickel contract which could start in April next year.

Dealing with the possibility of a secondary aluminium contract, Mr King said a special committee would consider the potential because as much as 15 tonnes a year of this material was traded. However, the exchange recognised from the outset that there would be considerable difficulty in identifying a grade of secondary aluminium which could be traded worldwide.

Mr King said the lifting of net worth requirements, to £1m for ring-dealing members and to £250,000 for other members, would create additional security and ensure that those who traded on the exchange could fulfil their obligations.

## Orange juice price slide continues for fourth day

By Barbara Durr in Chicago

**P**RICES OF frozen concentrated orange juice continued downward yesterday in New York, the fourth day of decline since the US Department of Agriculture released its crop report last Thursday. The report put this year's harvest at 165m boxes (90 lb each), far above traders' earlier estimates of 125m to 130m boxes.

Mr Terry Miller, spokesman for the New York Cotton Exchange where the FCOJ futures are traded, said such a high harvest figure "was completely unexpected". The current USDA estimate is almost 50 per cent higher than last year's crop of 111m, which was reduced by the Christmas eve freeze.

The yield in this year's Florida orange juice crop is also up. According to the USDA report, the juice yield is expected to be 1.62 gallons a box, up from 1.22 gallons last season.

The crop is also early to two months this year. The harvest is usually completed in February, but could be finished as early as December. This may also affect calculations on freeze damage given a smaller window for heavy weather to hurt the crop.

Analysts are predicting that over the medium term the price could slip from \$1.16 to \$1.18 range to below \$1 a lb if another US winter freeze does not occur. But since Tuesday, FCOJ prices have stopped short of hitting the 5 cent limit

down because of speculation that a freeze is likely. Meteorologists are suggesting that this will be a hard winter in the US.

Prices could be forced lower, however, by Brazil, where a large crop of 245m boxes or more is expected. Some estimates have run as high a 290m boxes. If the Brazilians slash their prices again, the drop below \$1 is possible, analysts said. It is believed, however, that Brazil is unlikely to make a move before the freeze season arrives.

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## Consumers better off without milk board'

By Bridget Bloom, Agriculture Correspondent

**B**RITAIN'S CONSUMERS would be much better off if the monopoly enjoyed by the Milk Marketing Boards was abolished since this would create a freer and more flexible dairy market, the National Consumer Council believes.

In a report published yesterday, NCC urges the UK's long delay over the UK's milk marketing arrangements to be firmly on the side of reform. It believes that the monolithic MMB for England and Wales should be dissolved into a series of regional co-operatives and lose its ownership of Dairy Crest, the manufacturing company with 26 per cent of the UK market in dairy products.

Recalling that developed countries had undertaken to give special treatment to tropical products and to sin for their failure to liberalise, the NCC believes that the five Central American countries - Colombia, Costa Rica, Guatemala, Honduras and Nicaragua - last week demanded that Brussels start to negotiate seriously with them in the Uruguay Round trade talks over what they see as EC discrimination against their banana exports.

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The report, written by Jim Fitzpatrick and Associates, economic consultants in Dublin, was sponsored by Dole, one of the big banana trading companies.

Brussels applies a 20 per cent common external customs duty to banana imports. But the 12 EC member states run three basically different importing regimes. Six regulate imports. France, UK and Italy favour former colonies; the French market, for instance, is almost entirely reserved for imports from Martinique and Guadeloupe and former African colonies. Greece, Spain and Portugal each have domestic producers which protect Spain is supplied from the Canary Islands and Portugal partly from Madeira.

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## LONDON STOCK EXCHANGE

## Further losses in a nervous market

**DOUBTS OVER** the financial health of its own member firms returned yesterday to disturb a UK stock market already unsettled by concern over the outlook for sterling and for the British and US economies. Share prices gave further ground and only a few special deals enlivened a trading session described by one leading trader as a home-event.

By late afternoon, securities business had virtually dried up, leaving dealers with little to do but to speculate on the implications of meetings believed to be under way at some leading market firms.

The institutions appeared to have backed away from the

Assessment Dealings Dates		
First Dealings	Oct 5	Oct 22 Nov 5
Options Dealings:	Oct 15	Nov 1 Nov 15
Large Dealings:	Nov 2	Nov 15
Assessments:	Oct 22	Nov 2 Nov 25
News-Deals: dealings may take place from 10am on two business days earlier.		

market ahead of tonight's speech in the City of London by Mr John Major, the chancellor of the exchequer. Some strategists suggested that the chancellor's speech, which is an annual tradition, might be used to disclose proposals for changes in government funding policies.

Rémy Cointreau controls 51 per cent of Rémy Martin, in which Grand Metropolitan indirectly holds a 19.1 per cent stake. Until GrandMet's holding was 49 per cent.

A rise yesterday for GrandMet shares was attributed by traders to a stock shortage and a technical recovery following the previous day's fall on the publication by the Monopolies and Mergers Commission of conditions for the company's proposed pub-for-breweries swap with Elders IXL.

Highland Rose 9 to 212p, Macallan finished unchanged at 553p and GrandMet improved 4p to 553p.

## Water doubts

Fears that Severn Trent Water's bid for Caird Group may be in jeopardy caused the latter's shares to fall nearly 25 per cent in spite of Caird's recommendation of the water company's cash offer of 100p per share. Caird said it expected profits for the stake and attempted, unsuccessfully the same day, to place the shares at 103p a piece.

Premier shares, which have steadily declined since Kleinwort took on the stake, slipped back to 811/2p yesterday before recovering to a rise 4% down at 821/2p, leaving Kleinwort with a loss, halving the block of shares, of around 22m.

All oil companies said the failure of Kleinwort to place the stock earlier meant there was little or no chance of a bid materialising for Premier. "It was done at a hell of a discount to the original buying price and the rating market price and it does not inspire confidence," said one analyst.

Shares in the merchant bank, additionally upset by news of the resignation of Mr Charles Hes-Wilkins, managing director of Kleinwort's securities division, fell to 377p before picking up to end 6 lower on the day at 371p.

## Highland filing

Analysts welcomed Highland Distilleries move to take a 20 per cent stake in Opar, the controlling shareholder in Rémy Cointreau, of France, which makes and distributes cognac, champagne, liqueurs and wine.

What particularly pleased the market was that the payment was in the form of Highland's 12.7 per cent holding in Macallan-Benriach.

Mr Geoff Collier at County NatWest WoodMac explained that Macallan shares traded on one of the highest price/earnings ratios in the market. Highland is best known for its Famous Grouse brand of whisky, and Mr Collier said the deal would strengthen the company's position in Europe.

The market's unhappiness set in early in the day when Kleinwort, Benson Securities, the London merchant bank, confirmed that it had placed its stake of nearly 133m shares in Premier Consolidated, taking a loss of around £34m on the stake, which has been hanging like a dark cloud over the market as well as over Kleinwort's fortunes.

The disclosure shortly afterwards that another round of redundancies could be in the offing.

Down went the Footsie index again, with apprehension increasing ahead of Wall Street's opening for the new session. The second downtown of the day reached 225 Footsie points before Wall Street turned higher, showing a 17-point Dow gain in London time and inspiring a late rally in the UK.

At its final reading the

FTSE Index was 15.6 down at 2,088.0, an uncomfortable reading for a market which had hoped that 2,100 might have proved a standing point. "Following through weakness could extend as far as 2,030," according to Mr Robin Aspinwall of Hoare Govett. "But 1,880 remains the major target."

Share volume jumped to 544,400 shares yesterday from 381,800 in the previous session. However, yesterday's total was boosted by the Premier deal, double-counted on Seag. Since Premier is a market Beta stock, full details of the turnover will not be disclosed until publication this morning of the Stock Exchange Official List.

points. An attempted rally was then halted as signs that a market-making firm might be selling stocks brought a host of fears that all might not be well with the securities trading industry, and that another round of redundancies could be in the offing.

Equities, which had opened lower after Wall Street's overnight setback, extended their losses and the FTSE Index was soon down by more than 19

points. Prudential shares traded heavily - 9.8m changed hands - as stories revived of the insurance group being ready to sell its Mercantile & General subsidiary. The rumours accompanied the suspension of trading of continental insurance group Axa-Midi; dealers said Axa was much more likely to make an acquisition in the US than the UK.

The recent new business figures continued to unsettle Legal & General, which fell 13 to 370p on good turnover of 3.6m shares.

ICI lost 9 to 813p after Nomura reduced its 1990 forecast to 21,000m from 21,200m and its 1991 estimate to 20,000m from 21,000m. Nomura said the rise in oil prices had caused it to revise its estimate. An average oil price of \$25 per barrel, compared with \$22, is expected next year, also depressing ICI profits which will be a firmer pound.

British Telecom shed 5% to 264p on 7.6m, while the recent profit downgrades and the prospects of more to come upset Racal Electronics, 4 off at 145p, and Royal Falcon, 9 down at 289p. Cable & Wireless moved up 6 to 421p after the Japanese joint venture unit STC rose 4 to 279p, still fuelled by bid speculation.

The chief casualty of the motor sector was BBA. Two investment houses lowered their profits expectations for both this year and next, causing pressure which took the shares down 8 to a 1990 low of 110p. Analyst Mr Peter Caldwell and the BZW downgrade reflected "growing concern on European car markets into 1991". The stock is still not dear on the lower numbers but it is too early to buy, he added. GKN, one of the UK's largest automotive component groups, also succumbed to worries about the European car market, which could provide the key to its short-term performance. First-half results were affected by the sharp downturn in both US and UK car production. GKN settled 8 off at 305p. Lucas Industries registered a couple of unusually large gains on the overnight ticket, and some traders became nervous awaiting Monday's preliminary statement. Dealers said trading was yesterday also well above normal, at 1.7m shares. Analysts' estimates of group annual profits range from around 850m to 1,150m. Some believe a continuing strong performance from aerospace activities will compensate for less favourable conditions in other markets. Lucas closed 4 easier at 112p.

Gestet rose 12 to 270p on speculation that Albert Fisher and not Geest was interested in bidding for Polly Peck's Del Monte fresh fruit division. Albert Fisher was unchanged at 110p.

At least two securities

hardened to 257p on 1.5m.

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The recent new business figures continued to unsettle Legal & General, which fell 13 to 370p on good turnover of 3.6m shares.

ICI lost 9 to 813p after Nomura reduced its 1990 forecast to 21,000m from 21,200m and its 1991 estimate to 20,000m from 21,000m. Nomura said the rise in oil prices had caused it to revise its estimate. An average oil price of \$25 per barrel, compared with \$22, is expected next year, also depressing ICI profits which will be a firmer pound.

British Telecom shed 5% to 264p on 7.6m, while the recent profit downgrades and the prospects of more to come upset Racal Electronics, 4 off at 145p, and Royal Falcon, 9 down at 289p. Cable & Wireless moved up 6 to 421p after the Japanese joint venture unit STC rose 4 to 279p, still fuelled by bid speculation.

The chief casualty of the motor sector was BBA. Two investment houses lowered their profits expectations for both this year and next, causing pressure which took the shares down 8 to a 1990 low of 110p. Analyst Mr Peter Caldwell and the BZW downgrade reflected "growing concern on European car markets into 1991". The stock is still not dear on the lower numbers but it is too early to buy, he added. GKN, one of the UK's largest automotive component groups, also succumbed to worries about the European car market, which could provide the key to its short-term performance. First-half results were affected by the sharp downturn in both US and UK car production. GKN settled 8 off at 305p. Lucas Industries registered a couple of unusually large gains on the overnight ticket, and some traders became nervous awaiting Monday's preliminary statement. Dealers said trading was yesterday also well above normal, at 1.7m shares. Analysts' estimates of group annual profits range from around 850m to 1,150m. Some believe a continuing strong performance from aerospace activities will compensate for less favourable conditions in other markets. Lucas closed 4 easier at 112p.

Gestet rose 12 to 270p on speculation that Albert Fisher and not Geest was interested in bidding for Polly Peck's Del Monte fresh fruit division. Albert Fisher was unchanged at 110p.

At least two securities

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Target Trust Managers Ltd CL640F					Mercantile Life Assurance Co Ltd					American Life Insurance Co UK					Critical Medical/Fidelity International					Henderson Administrators Ltd					The Life Association of Scotland					Merchant Investors Assurance Co Ltd			
Target Hts. Catlin, London					James East Ltd	17	16.1	16.1	0.1	American Rock, High Wycombe					Equity & Law					113 Dundas St, Edinburgh EH2 8ER					Cardiff					Cardiff			
American Eagle	104.30	104.30	104.30	0.1	James East Ltd	17	16.1	16.1	0.1	American Rock, High Wycombe					For East.					113 Dundas St, Edinburgh EH2 8ER					Cardiff					Cardiff			
Amico Fund	14.50	14.50	14.50	0.1	James East Ltd	17	16.1	16.1	0.1	American Rock, High Wycombe					For East.					113 Dundas St, Edinburgh EH2 8ER					Cardiff					Cardiff			
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136      -0.06      at Ex dividend, at Ex split base, at Ex rights,  
              at Ex all.

**4pm prices October 17**

## **NEW YORK STOCK EXCHANGE COMPOSITE PRICES**

**Continued on Page 43**

## **NYSE COMPOSITE PRICES**

**12 Month P/E Ratio**  
**High Low Stock Div. Y.M.E 100% High, Low**  
**Continued from previous Page**

**Stock Prices are Unadjusted.** Yearly highs and lows reflect the ending day of the year plus the current week, but not the latest dividend day. Where a split or stock dividend amounting to 25 percent or more has been paid, the year's high-only range and dividend are shown for the new stock only. Unless otherwise noted, ranges of dividend are annual distributions based on the

**d-distribution**, **d-dividend** (also **drifts**), **b-annual rate of dividend plus stock dividend**, **c-disqualified dividend**, **cid-cashed**, **d-new** **yearly low**, **d-dividend declared or paid in preceding 12 months**, **d-dividend Canadian funds**, subject to 10% non-residence tax, **d-dividend declared after split-up or stock dividend**, **d-dividend paid this year**, **omitted**, **deferred**, or **no action taken at least dividend date**, **d-dividend declared or paid this year**, an **accumulative issue with dividends in arrears**, **n-new** **issue** in the past 52 weeks, The **high-low range** begins with the start of trading, **r-next day delivery**, **P/E price-earnings ratio**, **r-redistributed or paid in preceding 12 months**, **plus stock dividend**, **stock split**. **Dividends begin with date of split**, **st-stocks**, **dividend paid in stock in preceding 12months**, **estimated cash payout on dividend or ex-distribution date**, **s-new yearly high**, **trading halted**, **v-in bankruptcy or receivership or being reorganized under the Bankruptcy Act**, or **securities assumed by such companies**, **wd-widistributed**, **wf-when issued**, **ww-with warrants**, **xw-ex-dividend or ex-rights**, **xe-ex-distribution**, **xe-without warrants**, **yx-ex-dividend and sales inflat**, **yid-yield**.

**NASDAQ NATIONAL MARKET**

3pm prices October 17

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## AMERICA

## Lower oil prices offset several depressing factors

## Wall Street

**CONCERN** about the progress of the budget, the Middle East crisis and declining corporate results offset the positive effect of lower oil prices to leave equities trading in a mid-range yesterday, writes Karen Zagor in New York.

The Dow Jones Industrial Average ended 6.68 up at 2,387.57, after gaining more than 24 points at mid-session. However, the overall tone of the market was negative, with the Standard & Poor's 500 losing 0.7 to 298, while on the big board declining issues led rises by 832 to 858. On Tuesday the Dow fell 35 points.

Equities took strength as November crude oil was quoted \$2.17 a barrel lower at \$36.57 at mid-session - rising oil prices contributed to Tuesday's market decline.

Stock prices were also helped by a 0.1 per cent increase in industrial production in September, which follows a 0.1 per cent improvement in August and indicates that the economy may not be as soft as previously thought.

However, lower earnings prompted selling in a number of issues. Student Loan Marketing Association (Sallie Mae) fell 3.4% to \$33.4% in active trading. It dropped 36% late on Tuesday on reports that Federal officials have started

investigating the association's Lawrence, Kansas, office to see if it had bought worthless loans to inflate assets and boost the company's stock price. Sallie Mae has denied the allegations.

In the banking sector, Citicorp eased 3% to \$12.3 in heavy volume following weak first-quarter results.

NCB, the south-eastern US regional banking group, declined 3% to \$20.4 after reporting a drop of about 10 per cent in third-quarter earnings.

Fleet/Norstar Financial, the north-eastern regional banking group, lost 3% to \$10.4% on equally depressed results.

First City Banc of Texas plunged 2% to \$5.4 after announcing third-quarter losses of \$5.87 a share, compared with earnings of \$1.19 the previous year, and Continental Bank dipped 3% to \$7.5 on lower third-quarter net income.

PensCo received 1% to \$22.4 on reports that its stock rating had been downgraded by Salomon Brothers. Coca-Cola, which reported a rise in third-quarter net income, softened 3% to \$41.4.

Philip Morris gained 3% to \$45.4 on a 24.7 per cent rise in third-quarter per share earnings. Canadian Pacific Forest was up 0.4% to \$14.4% and Macmillan Bloedel rose 0.4% to \$14.4 in spite of poor third-quarter results.

It fell 3% to \$36. Shares in the company rose 3% to \$11.7 on Monday when it said it would sell its multi-purpose container leasing and services assets to a General Electric subsidiary.

Secondary issues moved higher thanks to a rebound in technology shares, which had the decline in over-the-counter stocks on Tuesday. The Nasdaq composite was 1.4% higher at \$32.73.

Apple Computer recovered some of Tuesday's losses to close 1.7% better at \$26.5. Microsoft regained Tuesday's fall of 1% to stand at \$26.5.

Quantum moved ahead 4% to \$14.4 after NCR selected the company's hard disk drives to use in its personal computer. MCI lost 1% to \$39.4 on weak third-quarter results.

A RALLY in the golds sector helped the Toronto composite index to improve 1.5 to 3,023.4, breaking a string of nine consecutive losses.

Eight of the 14 sub-indexes rose, but overall falls outpaced advances by 317 to 240 after a moderate volume of 21.8m shares, against Tuesday's 24.3m. Energy issues eased.

Shaw Industries, which also reported a decline in first-quarter earnings, rose 3% to \$16.4.

## ASIA PACIFIC

## Nikkei gains for third day on strong yen and bonds

## Tokyo

**THE YEN'S** rise and higher bond prices helped the Nikkei index to make its third consecutive gain yesterday, breaching the 24,000 level at one stage, writes Michael Naylor in Tokyo.

Yesterday's advance marked the fifth three-day rising streak for the Nikkei in three months. The Nikkei average closed up 253.36, or 1.1 per cent, at 23,551.56.

Prices started higher but fluctuated in early trading as profit-taking hit the market.

Active arbitrage between the cash market and the higher futures market, however, helped shares regain their upward momentum.

Solid gains in treasury trading saw the Nikkei average reach a high for the day of 24,053.94 - the first time in a month that it has broken through 24,000. The day's low was 23,551.45.

Advances outpaced falls by 626 to 354 and 123 issues were unchanged. Volume expanded to 60m shares from Tuesday's 500m. The Topix index rose 21.65 to 1,763.34, but in London the FTSE/Nikkei 50 index shed 6.73 to 1,707.46.

The market's resilience came as a pleasant surprise to still-cautious participants. Mr Mitsuru Masakawa at Jardine Fleming said: "The fall was unexpectedly strong, so it is not surprising that the rise has been unexpectedly firm. But it is questionable whether we can hope for a full-scale rebound."

While the year's surge has been a boom to the bond market, helping to spread the view that domestic interest rates have peaked, few analysts were betting on a significant fall in domestic rates in the near term.

As a result, few were ready

to say that the market was on the solid road to recovery. Activity was dominated by dealers, with only a few institutional investors prepared to test the waters, and there were continuing fears that institutional profit-taking would hit the market at higher levels.

A shift in attitude towards a new land tax supports issues with property issues. The tax currently being studied, had been expected to hurt commercial property near urban areas, but it now looks less likely to be a major burden, one analyst said.

The new outlook boosted Ibaraki Kajima, Harima Heavy Industries, which has considerable property on the Tokyo waterfront. The stock came third in volume terms and gained 1.7% to ¥733. It was also supported by an expected doubling of pre-tax profits for the business unit to March 1991.

Another winner was Mitsui Real Estate, which climbed 1.7% to ¥1,320.

Hopes of increased infrastructure spending attracted foreign investors to related issues, analysts said. Sato Kogyo was up 1.7% to ¥1,490 and Toda Construction, which was also favoured for its low price/earnings ratio, advanced 1.7% to ¥1,770.

Elders IXL shed 3 cents to A\$1.31, but was up from a day's low of A\$1.17, after the UK Department of Trade and Industry said Elders' pub-brewing assets swap with Grand Metropolitan would be against the public interest in its original form and would have to be modified.

NEW ZEALAND posted its third gain in as many days and gave its best daily performance in about two weeks as the New Zealand dollar steadily against its Australian counterpart.

The Barcays index advanced 1.7% to 1,572.40. Turnover grew to NZ\$1.2m from NZ\$8.2m.

Hopes of increased infrastructure spending attracted foreign investors to related issues, analysts said. Sato Kogyo was up 1.7% to ¥1,490 and Toda Construction, which was also favoured for its low price/earnings ratio, advanced 1.7% to ¥1,770.

Recently popular pharmaceuticals succumbed to profit-taking. Deltihi Pharmaceutical was down 1.7% to ¥1,430 and Sanryo lost 1.7% to ¥1,460.

Osaka saw interest in large capital issues and constructions. The OSCE average added 27.50 to 27,075.79 and volume rose to 42.8m shares from Tuesday's 40m.

**Roundup**

TOKYO'S

rise boosted Pacific Rim markets yesterday. Kuala Lumpur and Singapore were closed for a religious holiday.

As a result, few were ready

## FT-ACTUARIES WORLD INDICES

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## NATIONAL AND REGIONAL MARKETS

	WEDNESDAY OCTOBER 17 1990						TUESDAY OCTOBER 16 1990						DOLLAR INDEX					
	US Dollar Index	Day's Change %	Pound Sterling Index	Yen Index	Dm Index	Local Currency Index	Loc. Ccy on day	Gross Div. Yield	US Dollar Index	Pound Sterling Index	Yen Index	Dm Index	Local Currency Index	1990 High	1990 Low	Year ago (approx)		
Australia (78)	123.70	-0.5	93.28	97.90	97.18	105.68	+0.5	7.34	124.27	94.15	99.92	97.91	105.18	159.31	123.49	145.21		
Austria (15)	107.31	-0.8	149.87	105.18	105.18	103.68	-0.2	1.77	109.85	105.18	105.18	105.18	105.18	125.63	118.67	144.59		
Belgium (61)	125.18	-0.5	102.00	108.98	108.18	103.68	-0.2	1.59	125.51	102.59	103.18	103.18	103.18	125.67	118.57	145.29		
Canada (120)	121.24	-0.2	91.76	105.18	105.18	103.68	-0.2	1.41	121.55	102.00	102.00	102.00	102.00	125.67	118.57	145.29		
Denmark (28)	102.33	+1.2	107.21	100.99	100.99	103.68	-0.2	1.49	121.55	102.00	102.00	102.00	102.00	125.67	118.57	145.29		
Finland (28)	103.89	+0.9	104.79	106.91	106.91	103.10	+0.8	1.73	127.08	104.51	110.70	104.47	108.80	125.67	118.57	145.29		
France (123)	114.02	+0.9	88.03	90.25	90.25	88.97	-0.2	2.51	115.07	87.17	82.53	90.05	90.05	144.03	101.38	99.74		
Germany (91)	118.82	+0.4	90.40	94.48	94.48	94.48	+0.5	3.21	118.75	97.85	102.00	122.00	124.52	125.57	130.04	145.29		
Hong Kong (48)	110.00	+0.1	109.03	123.20	123.20	124.18	-0.5	4.21	122.75	107.85	107.85	122.00	124.52	125.57	130.04	145.29		
Iceland (77)	93.73	+0.9	65.17	66.26	66.27	70.75	-0.3	3.45	83.73	65.45	67.94	62.00	70.98	101.26	80.67	88.29		
Italy (454)	135.05	+2.9	101.89	106.28	106.28	106.28	+1.3	0.79	131.16	95.30	95.30	103.57	106.46	117.23	105.59	145.29		
Japan (55)	166.04	+0.4	147.34	147.14	147.14	147.24	+0.1	3.17	168.00	140.92	145.55	145.55	145.55	163.24	120.83	145.29		
Mexico (13)	519.95	+2.0	392.30	417.49	408.45	397.07	+2.0	0.41	500.88	385.28	408.97	407.41	407.41	501.41	324.85	307.20		
Netherlands (41)	133.18	+0.3	103.20	102.00	102.00	102.00	+0.1	2.56	132.50	102.00	102.00	102.00	102.00	132.50	102.00	145.29		
New Zealand (16)	255.83	+0.3	38.92	40.51	40.51	45.19	-0.5	7.89	50.78	54.47	40.23	40.01	40.01	46.43	75.36	50.73		
Norway (26)	225.83	+0.4	177.93	186.84	186.84	187.25	+0.7	1.55	225.95	175.51	187.33	187.33	187.33	187.33	220.24	172.56	145.29	
Sweden (27)	150.92	+0.4	113.87	119.44	119.44	119.38	+0.3	0.85	150.35	118.55	120.89	118.46	118.46	120.94	200.94	147.34	145.29	
South Africa (80)	154.80	+0.9	116.80	122.51	121.80	128.90</												